

South West Burn Care Operational Delivery Network



**Annual
Report
2022-23**



Document authors

This Annual Report was produced by the SW Burn Care Network Leadership Team:

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Document Audience

This Annual Report is intended for Chief Executives, Medical Directors, Clinicians and Senior managers in NHS England and NHS Wales and other stakeholders within the network region and nationally, including:

- NHS England Direct Commissioning South West
- Welsh Healthcare Specialised Services Committee (WHSSC)
- NHS England Acute Trusts and NHS Wales Health Boards providing specialised burn care
- North Bristol NHS Trust (hosting organisation)
- Specialised Burn Services within the network
- Major Trauma Operational Delivery Networks
- Critical Care Operational Delivery Networks
- Ambulance NHS Trusts and Helicopter Emergency Services
- Specialist Retrieval Services
- South West NHS Integrated Care Boards (ICBs):
 - Bath and North East Somerset, Swindon and Wiltshire
 - Bristol, North Somerset, South Gloucestershire
 - Cornwall and the Isles of Scilly
 - Devon
 - Dorset
 - Gloucestershire
 - Somerset
 - Hampshire and Isle of Wight
- Welsh Health Boards:
 - Aneurin Bevan University Health Board
 - Cardiff and Vale University Health Board
 - Cwm Taf Morgannwg University Health Board
 - Hywel Dda University Health Board
 - Powys Teaching Health Board
 - Swansea Bay University Health Board
- British Burn Association (BBA)
- Burns charitable organisations

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Network Mission Statement

To ensure equitable access to high quality burns care for all burn injured patients in the South West of England and South Wales

Network Objectives

Improve quality of care, outcomes and experience for burns patients within the Network region

Ensure efficient pathways of care which demonstrate value for money

Respond to local or larger scale incidents where demand outstrips supply

Support service sustainability and resilience

Network Aims

To achieve greater system resilience, including major incident planning

To improve outcomes, quality of care and patient and family experience across the whole care pathway

To ensure that as much care and treatment is provided as close as possible to home with effective clinical flows through the provider system

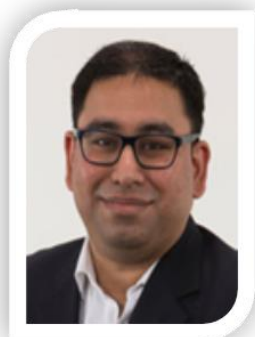
To reduce variation by developing, agreeing and implementing standardised pathways of care across the network

To promote greater collaboration within the network and sharing learning between networks

To support greater equity of access and reducing health inequalities

To support increasing productivity / efficiency of services

1. Foreword from the Network Clinical Director



At the beginning of this financial year, the Network's priority remained the support of the Burns service at Morriston hospital in Swansea and maintaining its status as an adult Burn Centre. This involved supporting the service in its submission of a capital business plan to the Welsh Government for a major reconfiguration of the intensive care services that would meet the national standards for Centre level burns ICU provision. This project now involves a three-phase approach which will create a dedicated burns ICU area, refurbish an existing theatre to accommodate burns and the repurposing of a ward physically proximate to the general ICU to create additional intensive care capacity. The Network will continue to monitor progress here.

The Network Management Team has also continued to meet and support the other Burn Services in the region. Acting as a 'critical friend' we undertook a full review of the Salisbury burns service in December 2022. We are hopeful that our reports and advice will facilitate meaningful improvements to the service. And that all new developments are aligned to the national burn care standards.

I sincerely thank the Burns teams at both Swansea and Salisbury for their engagement with our processes and hard work in taking forward the Network's recommendations to date. We are due to visit Plymouth Burns Facility in July 2023 and both Bristol Burn Services early in 2024.

The Bristol burns service hosted the annual meeting of the British Burn Association (BBA) in May 2022. Catalina Estela, Alison Guy and Karen Highway of the Bristol service led on the planning of the event and are to be congratulated on delivering such a well-received meeting. The local organising committee was justifiably proud to run the first green BBA conference: they introduced a conference app to facilitate paperless posters and enabled attendees to join the event virtually.

Our yearly multidisciplinary conference in November 2022 focused on 'Burns MDT Workforce Challenges' and included presentations from HEE and NHSE (South West) on workforce planning, recruitment and retention. Once again, I am indebted to my Network Management Team colleagues Sharon Standen and Nicola Mackey for their efforts in inviting relevant speakers and putting the programme together. I would also like to take this opportunity to thank the many stalwarts throughout our burn services who work tirelessly to support, encourage and educate new starters across all the disciplines of our MDTs. These *people* are a priceless resource.

The Annual Regional Morbidity and Mortality (M&M) Audit meeting was held in March 2023. The meeting was externally chaired by Mr Oliver Sawyer of the Stoke Mandeville burns service. The feedback given to the Network by Mr Sawyer and the attendees was highly positive. As has been noted before, Ollie was struck by the strong interservice working relationships and good communication across the Network.

I would also like to highlight the exceptionally good patient feedback received by all services throughout the year. This is a testament to the exemplary care delivered to burn injured patients across the Network. On behalf of the Network, I extend my sincere gratitude to all members of staff associated with burn care across all of our hospitals. More specific details of the exemplary work undertaken across the Network can be found throughout this document.

2. Foreword from the Network Chair

Mr Tim Whittlestone, Chief Medical Officer North Bristol NHS Trust

It has been a pleasure to Chair the South West Burns Operational Delivery Network's for a third year. The Network Management Team and their colleagues from across the Network have continued to strengthen links with other healthcare providers in the burn care pathway. This is a truly collaborative network which works to overcome challenges together, which has been demonstrated in the services' self-assessments against the National Burn Care Standards for Adult and Paediatric Burn Care and subsequent review visits by the Network Management Teams.



The annual work programme again reflects the Network's commitment to translating national NHS Priorities in 2022-23 to regional actions applied to the Network.

This has included **investing in the workforce** through the ongoing support to train TRiM Practitioners across the Network, ensuring members of the Burns MDT have access to practical and emotional support following possible traumatic incidents. **Improving the responsiveness of urgent and emergency care** has gone from strength to strength with the use of a single Burns tele-referral system enabling improved assessment of burn injury and immediate care prior to transfer to a burn service. **Continuing to develop an approach to population health management, prevention ill health and address health inequalities** has been a focus of the Network's Burns Prevention and Awareness Group. Over the year there has been an improvement in access to relevant data and the group is gradually developing education resources for healthcare professionals and the public to reduce preventable burn injuries. The **use of digital technologies to transform the delivery of care and patient outcomes** has also been demonstrated through the use of the Burns tele-referral system. This, combined with education and training in referring organisations, is leading to less inappropriate transfers to a specialised burn service. This ensures healthcare professionals in primary care, minor injury units and emergency departments are not de-skilled in treating burn injuries and there is always a burns specialist on hand to provide advice on referring major burns to the right burn service or managing minor burns locally.

The annual work programme for 2023-24 continues to strengthen the above aspects of the Network and also highlights opportunities to establish **links with the newly forming Integrated Care Boards and collaborative system working**.

I would like to thank Mr Sen (Clinical Director), Matron Mackey (Lead Nurse), Mrs Standen (Network Manager) and all the dedicated clinicians and managers that help us to ensure that burn care in Wales and the South West remains amongst the very best that any patient can expect anywhere in the world.

3. About the Network

The South West Burn Care Operational Delivery Network (SWBCN) was formally established in January 2006, although collaboration between South West England and South Wales burn services has a much longer history. The network is commissioned by NHS England South West Specialised Commissioning and the Network Management Team is hosted by North Bristol NHS Trust in accordance with a Memorandum of Understanding between the organisations. The Network Management Team consists of a Clinical Director, Network Manager and Lead Nurse.



Mr Sankhya Sen
Clinical Director



Sharon Standen
Network Manager



Nicola Mackey
Lead Nurse

The SWBCN is one of four Burn Care Operational Delivery Networks covering the South West/South Wales, London and the South East, the Midlands and the North of England. The SWBCN has a population of approximately 10 million, serving the South West of England, parts of South Central England and South, Mid and West Wales. (see Fig. 1 showing the geography covered by the network).

Fig.1 – Network Region



Within the SWBCN there are five specialised burn services that have been designated within a national tiered model of [burn care referral thresholds](#). The network has one Adult Burn Centre located in [Morrison Hospital Swansea](#) and one Paediatric Burn Centre located in the [Bristol Royal Hospital for Children](#). These services provide critical care for the most severe burn injuries occurring in the south west and beyond. [Southmead Hospital Bristol](#) has an Adult Burns Unit, [Salisbury District Hospital](#) has a Burns Unit (all ages) and Derriford Hospital Plymouth has a Burns Facility (all ages). There is a limited number of burns intensive care beds (both adult and paediatric) within England and Wales that are suitable for burn injured patients requiring centre level care, therefore, the networks work to a [Standard Operating Procedure](#) to ensure mutual aid is available during times of surge and escalation. See 'Network in numbers' section on page 6.

The SWBCN fulfils the principles outlined in the [National Burn Care Review \(2001\)](#), to ensure specialised burn services are achieving the [British Burn Association National Standards for Provision and Outcomes in Adult and Paediatric Burn Care](#) (1st Edition, November 2018) as commissioned by NHS England in their [National Standard Contract Service Specification for Specialised Burn Care \(all ages\)](#).

The SWBCN aims to ensure all referrals into specialised burn care services are in line with the service designation and are based on the [National Burn Care Referral Guidance \(2012\)](#), ensuring patients are seen in the right location with the right resources and appropriately skilled multi-disciplinary team are available. The SWBCN, in collaboration with burn care service leads, aims to improve outcomes and quality standards and that evidence based networked patient pathways are agreed and implemented. It also ensures burn services within the Network are working to the same principles and to the same standards for patient benefit.

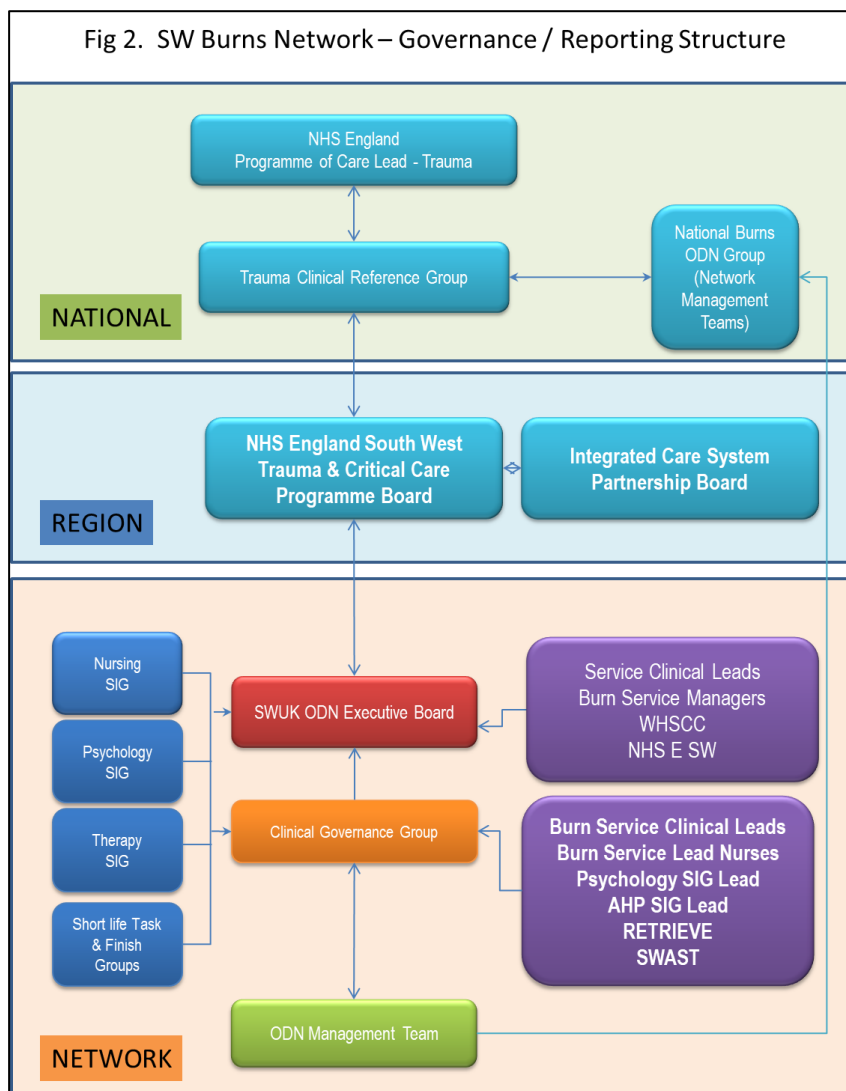
4. Governance and accountability

The SWBCN Management Team is comprised of a Clinical Director, Network Manager and Lead Nurse. We are commissioned by NHS England South West Specialised Commissioning to whom we are accountable through the Trauma and Adult Critical Care Network Programme Board which meets on a quarterly basis.

The network has a well-established governance structure, which we can adapt to changing demands and re-organisations of NHS structures. We currently have a Clinical Governance Group (chaired by the Clinical Director) which is attended by senior members of the Burn Services. We also invite other stakeholders from emergency services and critical care transfer teams. This group reports into the Network Board which is currently Chaired by the Chief Medical Officer at North Bristol NHS Trust (our host organisation). The Board is attended by Burn Service clinical and management leads and leads for network specialist interest groups for nursing, allied health professionals and clinical psychologist. (See Fig 2)

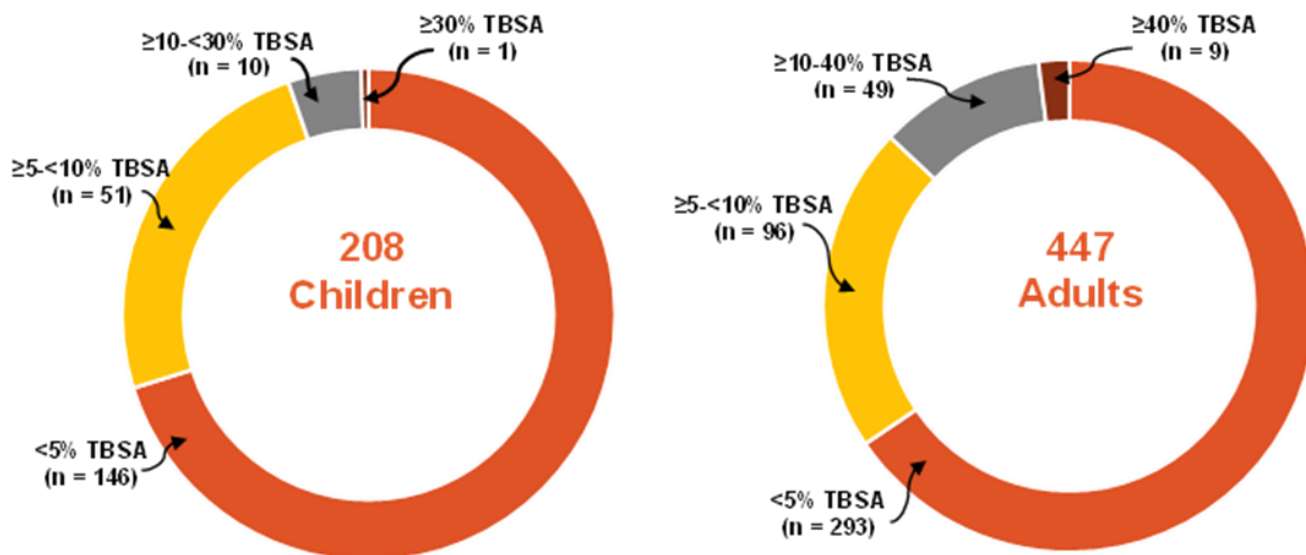
As a specialist clinical network, we are not a statutory body and therefore are unable to hold risks. However, we have an established risk management policy to identify risks held by the provider trusts and escalate to commissioners as appropriate. Please see page 13/14 on issues arising during 2022-23.

The Network holds an Annual Morbidity & Mortality meeting, which is well structured to provide details on overall patient activity, reporting on Serious Untoward Incidents (SUIs) / Root Cause Analysis (RCAs), case analysis of all mortalities (expected or unexpected) and capture learning from unexpected survivor cases. The meeting is chaired by an external clinician from another Burn Care Network. Cases are identified that go forward for discussion and scrutiny at the National Annual Morbidity & Mortality Meeting.

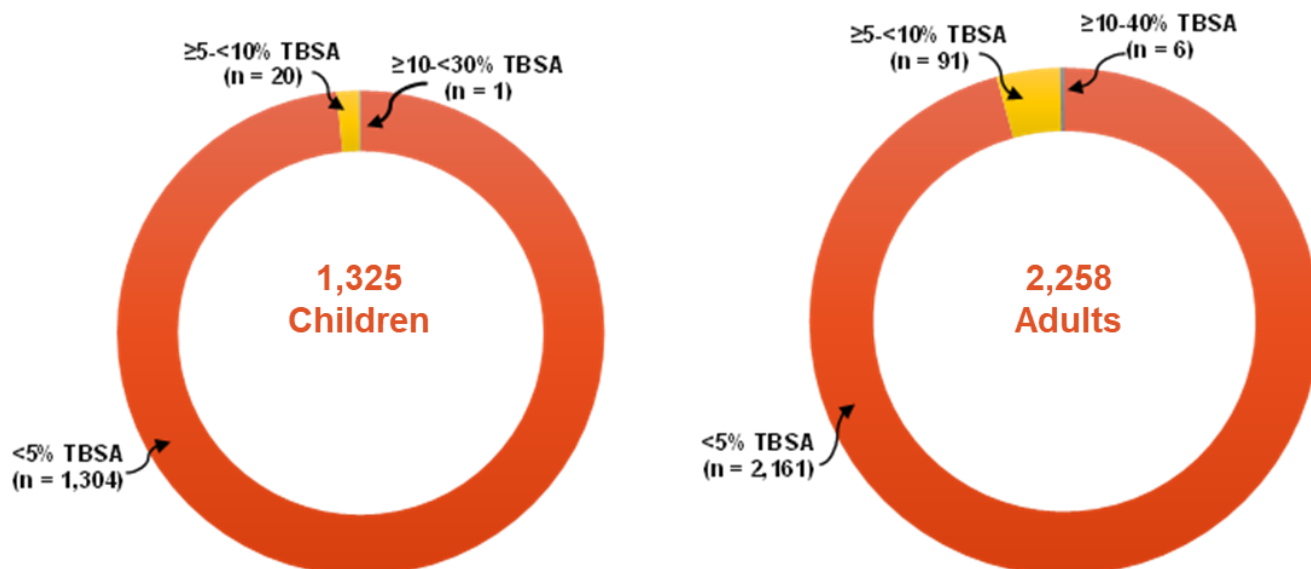


5. Network in numbers – New Referrals

% TBSA breakdown of all new burn inpatients admitted for 8 hrs or more



% TBSA breakdown of all new burn outpatient referrals



Burn Services also treated five cases of SJS/TENs and 17 cases of non-burns skin loss cases. Referral activity figures have been provided by each Burn Service (except Plymouth due to clerical staffing issues). A breakdown by burn service can be viewed in section 12 of this report.

6. Annual Report 2022-23 – Summary of achievements

Planning and Managing Capacity & Demand	Ensuring a Flexible, Skilled and Resilient Workforce
<ul style="list-style-type: none"> Ongoing utilisation of MDSAS tele-referral in all South West specialised burn services to minimise unnecessary referrals to a specialist burns team. Enabling local clinicians to assess and treat patients locally with access to specialist advice and support. 	<ul style="list-style-type: none"> Identification of need for additional EMSB courses in the South West, delivered through South West EMSB Faculty on behalf of the BBA. Network continues to advocate the importance of this course for burns and non-burns health care professionals. Engagement with Health Education England to identify support for burn services in relation to workforce redesign opportunities in response to challenges in recruitment and retention. Establishment of a Paediatric Burns Ward Outreach Team in Swansea to support general paediatrics. Salisbury hosted the Swansea paediatric team to share best practice from their experience of a similar change to a general paediatric model of care. Bristol Burn Services hosted the first Green Annual BBA Conference in Bristol providing e-documents and posters and offering virtual access to the live event. Network agreed to fund a second cohort of six TRiM Practitioners to be completed by July 2023 and a TRiM Strategic Management Lead to complete later in 2023. Quarterly Burns Lead Nurses Forum for peer support and sharing of best practice.
Stewardship of Resources across Whole Pathway & Minimising Unwarranted Variation	
<ul style="list-style-type: none"> Successful collaboration between the Network, Swansea Burns Adult Centre, Swansea Bay University Health Board (SBUHB) and the Welsh Health Specialised Services Committee to maintain adult centre level ICU care within the Network. Awaiting decision from the Welsh Government on a capital business case for reconfiguration of general ICU and theatre. Interim hybrid rota of burns and general anaesthetists established. Successful collaboration between the Network, Swansea Paediatric Burns Unit and SBUHB to deliver on-going burns paediatric care as part of a general paediatric service. Unsuccessful in progressing requests for a burns psychology service in Plymouth. Work will continue on this in 2023-24. 	
Planning Sustainable Services that meet the needs of all Patients	Improving quality, safety, patient experience and outcomes
<ul style="list-style-type: none"> Live Action Plans in place with Swansea and Salisbury in response to self-assessment and review visit to ensure compliance with National Burn Care Standards. 	<ul style="list-style-type: none"> Successful review of The Welsh Centre for Burns and Plastic Surgery (paediatric and adult) and Salisbury Burns Unit involving a self-assessment against the BBA National Burn Care Standards for Provision and Outcomes in adult and paediatric burn care (2018) followed by a Network Review Visit.
Assessing Need, Improving Inequalities in Health, Access, Experience & Outcomes	Promoting Working Together across Organisations at Local, System and National Level
<ul style="list-style-type: none"> Priority has been around burns prevention and awareness to avoid preventable injuries. Ran two campaigns in response to an increase in hot water bottle scalds and cement burns. Bristol Children’s Burns Centre produced a ‘Helping you to Heal’ resource for children and their families funded by the Network. Members involved in National Patient Reported Experience Measures (PREMs) working group. 	<ul style="list-style-type: none"> Network Manager is lead for updating the National Concept of Operations for the Management of Mass Casualties - Burns Annex. The NMT is part of NBCG. Members of burn services and NMT contributed to national work on developing new service specifications for paediatric and adult burns and update of the National Burn Care Standards. Three specialist interest groups for nursing, therapies and psychology which also link into national groups. In addition, the Network Burns Prevention and Awareness Group is strengthening links across systems.

7. Key achievements and developments in 2022-23

Planning and managing capacity and demand

All the Specialised Burns Services within the South West Network use a single network approved tele-referrals system. This generally facilitates higher quality referrals with images enabling the most appropriate response for ongoing management (right person, right place, first time). Post-Covid-19, all health providers have been encouraged to limit hospital visits without compromising the standard of care and outcomes for patients.

The following figures highlight tele-referral outcomes between 1 January 2021 to 22 January 2023 in referrals accepted by the Burn Services (n=7,522). Several burn services have developed new ways of working to provide burns outreach support and reduce potentially unnecessary attendance at high cost both to the individual and specialised burn services themselves. Many have also increased their educational activities within community healthcare teams, EDs and Minor Injury Units, in order to increase confidence and skills in managing minor burn injuries closer to where patients live.

As we recover from the impact of Covid-19, the Network will continue to work with the Burn Services to build their capacity to facilitate safe and equitable provision of burn care, burn therapy, scar management and psychosocial support in settings outside of the acute burn services.



As illustrated in the above figure, a total of 2,262 (30%) patients were treated closer to home either by the referring organisation with advice from a burns specialist or by a member of the specialist burns outreach service where available. The priority for the Network next year will be to understand more about local processes for handling tele-referrals (including longer term outcomes) and share best practices across the services.

Stewardship of resources across whole pathway and minimising unwarranted variation

Following the temporary closure of the only Adult Burns Centre within the Network in October 2021, as detailed in last year's Network Annual Report, the Network Management Team has continued to work collaboratively with the Burn Service at Morrision Hospital, Swansea Bay University Health Board (SBUHB), the Welsh Health Specialised Services Committee (WHSSC) and NHS England South West. Our intention is to retain Adult Centre level care within the South West Network.

The Network facilitated collaboration between the Swansea Paediatric Burns Unit and SBUHB with the Bristol Children's Burns Centre to provide additional paediatric support with unit level cases whilst staff training and competencies were increased. This followed the move from a dedicated paediatric burns ward to a model whereby children with burn injuries would be cared for on the general paediatric ward with an internal paediatric burn 'outreach' nursing team.

Unfortunately, little progress has been made in delivering burns clinical psychology provision in Plymouth for people living in Devon and Cornwall. We have continued to highlight this unwarranted variation and hope that the Plymouth self-assessment and review visit planned for July 2023 will strengthen the case. In the interim, the Lead Consultant has established paediatric psychology support for when a burn-injured child is admitted and an ad-hoc process to request adult psychology support in special cases, for example a complex burn injured patient repatriated from a burns centre or unit. We hope to have more positive news next year.

Ensuring a flexible, skilled and resilient workforce

In response to the NHS People Plan and the burn services highlighting challenges related to staff recruitment and retention the Network linked up with Health Education England. After an initial overview presentation towards the end of the previous year, we arranged a further presentation at the Network Nurses Forum on the use of the HEE Star tool for accelerating workforce redesign. The burn services expressed an interest in this but, unfortunately, operational pressures meant that this work had to be put on hold until services were able to dedicate time to progress outcomes from the Star workshops. The Network remains committed to taking this forward next year as the HEE Star tool has been shown to be value for money detailed in ['HEE Star Value Proposition – A report to HEE by Economics By Design'](#) in 2021 for identify new sustainable ways of working and new roles.

As with many services across the NHS, retention of staff has been difficult and despite some successful recruitment this also led to a gap in burns skills and knowledge. In addition to this the EMSB course has been oversubscribed for the last two years. The Network advocated for an additional EMSB course in the South West and this was approved by the BBA (who provide the course). We were grateful for the South West EMSB Faculty for delivering two courses this year and to the Burn Services for releasing staff to attend this important face to face training. Burn Service Nurse Leads continue to support their teams in achieving the Burns Nursing Competencies.

In respect of workforce resilience, we have delivered on the BBA Standards to ensure members of staff who form a Burns Incident Response Team (BIRT) and the wider burn care team have a psychological support structure in place. The Network funded a second cohort of six students to complete the Trauma Risk Management (TRiM) Practitioner training and one TRiM Strategic Management Lead. The Clinical Psychologists in Swansea and Salisbury, in their role as TRiM Strategic Management Leads, continue to establish a structure for TRiM internally and have started an analysis of the effectiveness of the TRiM methodology. The Network has received very positive feedback on the use of TRiM debriefs to support members of staff following a possibly traumatic incident.

Improving quality, safety, patient experience and outcomes

The Network undertook quality reviews in three Specialised Burn Services this year.

Swansea Adult Burns Centre

Following the external peer review of the Swansea Adult Burn Centre in November 2021, and the subsequent introduction of a hybrid Burns and General Anaesthetists and Intensivists rota to maintain Centre level ICU care, the Network requested that the service complete a self-assessment against the 2018 BBA Burn Care Standards. Once this was completed the Network Management Team held an on-site review visit in October 2022. Despite the challenges, the burn service was achieving 94% of the essential standards. The 6% of standards not achieved are on an Improvement Plan or have mitigations in place where they are unable to meet a standard.

At the time of writing, Swansea is awaiting the outcome of a Capital Business Case which has been submitted to the Welsh Government. This is to support a development project that will see adult burns critical care delivered within a repurposed section of the General ICU adjacent to a repurposed theatre that meets the Burn Care Standards. To this end, the Burn Service Leads have strengthened links between the Burns ICU and the General ICU and Anaesthetic teams, whilst the hybrid rota to provide joint care on the current Burns Tempest ICU continues. This interim model has been successful in exposing the generalists to burns in a phased approach, building confidence alongside ongoing education and training between the teams.

Swansea Paeds

The Paediatric Burn Team undertook a self-assessment against the National Burn Care and the Network Management Team undertook site visits in July 2022. The Network made recommendations related to identifying a Lead Paediatric Consultant for burns, address the skill mix and training of burns and paediatric nursing staff and the lack of a thermo-regulated paediatric burns HDU cubicle. We held a follow-up meeting in October 2022 and were satisfied with the progress made. There is now a Lead Consultant Paediatrician for Burns. A robust programme of burns training and education has been established and there is a high level of engagement from the Senior Burns Nurses. Whilst this training and up-skilling is being undertaken, a Burns Outreach Nursing Team will support the paediatric service when a child with a burn injury is admitted. The paediatric team has also engaged with their Estates Department to evaluate options of creating a thermo-regulated HDU cubicle.

In light of the progress described, and clear commitment to addressing the Network Management Team's concerns, the Network is reassured that the Paediatric Burns Unit will be able to safely accept Unit level paediatric cases. The paediatric burn service was meeting 95% of the essential BBA Burn Care Standards and the Network were satisfied with the mitigations in place and the improvement plans to address the remaining standards.

Salisbury Burns Unit (all ages)

The Network Management Team undertook a review visit to Salisbury Burns Unit in December 2022 following the service's self-assessment submission against the Burn Care Standards. This highlighted concerns in respect of Burns Consultant cover and job plans, dedicated and scheduled theatre sessions and nursing workforce issues. A thorough Action Plan has been provided by Salisbury NHS Foundation Trust and many actions have been completed at the time of writing this report.

Overview of service reviews

The Network Management Team has continued to meet and support these Burn Services, acting as a 'critical friend' to ensure new developments are aligned to the national burn care standards. We must commend the Burns teams for their hard work in taking forward the Network's recommendations. This has been a great example of cooperation. We are due to visit Plymouth Burns Facility in July 2023 and both Bristol Burn Services early in 2024.

Promoting working together across organisations at local, system and national level

We are fortunate to be one of four Burns Clinical Network in England and Wales. The Network Management Team are members of the National Burns Clinical Network Group. Our Network manager is leading nationally on Emergency Planning Resilience and Response (EPRR) which involves ensuring the National Concept of Operations for the Management of Mass Casualties – Burns Annex is kept updated. Many members of the South West burn services and the network management team have been involved in national initiatives to develop the new National Service Specification for Paediatric Burn Care and review of the Adult Service Specification and the National BBA Burn Care Standards.

We hold a very popular Annual Network Burns MDT Conference every year. Our conference in November 2022 focused on 'Burns MDT Workforce Challenges' with presentations from HEE on workforce and education transportation, a presentation from the Head of Transformation NHSE South West and experience of international recruitment from North Bristol NHS Trust and the AHP International Recruitment Lead from NHSE South West. Swansea presented their work on developing burns training for general paediatric nurses and staff well-being and resilience. There is also lots of opportunity for the services to network with colleagues throughout the day.

The Network has three specialist interest groups for nursing, therapies and psychology which meet regularly to share best practice and take forward initiatives that will benefit the whole network and the Network Annual Work Programme. (See section 13 'Specialist Interest Groups – Annual Reports'.)

Planning sustainable services that meet the needs of all patients

The Burn Care Services that have been reviewed this year have developed action plans in response to the Network Management Team's recommendations. There will be an ongoing monitoring process to ensure areas of non-compliance with the BBA Burn Care Standards are resolved where possible or that mitigations are in place to ensure patients needs are being met to a high standard.

Assessing need, improving inequalities in health, access, experience and outcomes



The Network Manager has continued to Chair the Network Burns Prevention and Awareness Group and, in collaboration with Ken Dunn, Chair of the BBA Prevention Committee, developed a South West prevention data report to identify incidence and mechanisms for burn injuries treated within the Network. Based on this data and the burn services' experiences, the group launched a summer campaign highlighting the potential risks of chemical burns from handling cement. This was shared with the Trauma Networks in the South West, Wessex and Wales to display in Emergency Departments.

Burns Services in the South West noted an increase in scalds and contact burns related to hot water bottles. These injuries can be life changing for children, resulting in months and possibly years of ongoing care in a specialist burn service. The Bristol Children's Hospital (Laurie Sparks and Shirin Pomeroy) led on '[Hector the Hot Water](#)' winter campaign. The UHBW hospital charity funded the development of a short animated YouTube® video and posters to raise awareness of the risks and safe use of hot water bottles. These were shared via the Trauma Networks, the Primary Care Network and the [Child Accident Prevention Trust](#) included the video on their website.

The group aims to develop prevention and awareness resources where there currently are none. Especially reaching older people who may be frail and have co-morbidities to whom a burn injury may be hugely detrimental.

The Network monitors the quality indicators for burns on a quarterly basis. Due to additional new clinic metrics being added in April 2022, there were some issues with analysis but this was resolved in Quarter 4 and should be more reliable in 2023-24. We are also planning to work with NHS SW System Transformation Analysts who are developing dashboards for the Clinical Networks in the South West.



8. Issues and mitigations

Operational Delivery Networks are not statutory NHS organisations. Therefore, the Network’s purpose is to identify issues that may affect the delivery of specialised burn services across the Network. These are escalated to the Burns Provider Trusts to ensure they are recorded on the Trusts Divisional Risk Registers and are monitored as part of the hospital’s governance processes. Where appropriate, NHS England and WHSSC will be advised of risks that may affect the Network as a whole.

Current Issues & Mitigations

Issue	Mitigations
<p>The delivery of the adult centre level burn care pathway within the South West Network is at risk.</p>	<ul style="list-style-type: none"> • Swansea Bay University Health Board (Morrison Hospital) has submitted a capital funding business case to the Welsh Government with plans to reconfigure part of the general ICU and theatre to accommodate burn injured patients. A decision is expected in mid-2023. • There is a commitment to maintain the hybrid burns and general anaesthetists and intensive rota to delivery ICU on Tempest Burns ICU in the interim to maintain adult centre level burn care within the Network.
<p>Burn injured inpatients and outpatients living in Devon and Cornwall do not currently have access to a Burns Clinical Psychologist in the Plymouth Burns Facility. Therefore, there is a service specification gap which needs to be resolved to reduce unwarranted variation.</p>	<ul style="list-style-type: none"> • Mitigations are in place to ensure burn injured inpatients can be assessed by a member of the hospital paediatric and adult psychology departments. • If centre or unit level patients are repatriated to Plymouth as inpatients, joint virtual multi-disciplinary handover meetings are completed which also includes the Clinical Psychologist from the referring burn service. • Standard emotional well-being assessments of inpatients are undertaken, but the service continues to not meet the specialised services quality dashboard (SSQD) standard requiring all burn injured inpatients admitted for 24 hours or more undergo psychosocial screening.

Issues closed in 2022-23

Issue	Actions completed
<p>New staff joining burn services were not able to enrol on the Emergency Management of Severe Burns (EMSB) training due to the course cancellations in 2019/20 and oversubscription in 2021.</p>	<p>At the request of the Network, the South West EMSB Faculty gained agreement from the British Burn Association to run an extra course in Cardiff. This enabled paediatric nurses and new starters in Swansea to complete the course. It is anticipated this will be repeated in 2023-24.</p>
<p>There was a risk that the hybrid Burns, Anaesthetics and ICU Leads rota set up in 2021 in Swansea could collapse if progress was not seen for the ICU capital funding case.</p>	<p>The Swansea Burns, Anaesthetics and ICU Leads successfully implemented a rota that has gone from strength to strength, enabling education and training across both teams and a phased exposure to burns critical care without that previous experience. The Network Board will continue to monitor this in relation to the ICU reconfiguration risk.</p>
<p>There was a risk to paediatric capacity in Swansea to accept children with larger burns requiring higher dependency care.</p>	<p>A business case was submitted to the Swansea Bay University Health Board to provide temperature controlled HDU cubicle(s). In the interim, a pathway was agreed to transfer paediatric HDU patients to the South West Paediatric Burns Centre in Bristol based on clinical discussion between the services. The Network Board will continue to monitor this.</p>
<p>Establishment of paediatric nurses trained in burn care in Swansea did not fulfil the National Burn Care Standards. This presented increased pressure on existing burns trained paediatric nurses and could have also affected the service's ability to accept children with larger burns resulting in patients having to be referred to the Bristol Children's Burn Centre.</p>	<p>A paediatric project lead nurse was recruited who developed a paediatric burns training programme for the general paediatric nurses. An internal Paediatric Burns Outreach team was set up led by a Band 7 Burns Registered Nurse. Th team will support general paediatrics as required should a larger burn be admitted. The Network Board will continue to monitor progress.</p>

9. Financial report

The annual budget for the Network in 2022-23 was £139,936. £132,946 of this was allocated to Network Management Team salaries and £7,000 for non-pay items.

The Network accrued £4,164 from the 2021-22 budget and also generated an income of £2,300 to rent out exhibit stands at Network conferences, giving the network a total non-pay budget of £13,464.

The Network spent £107,658 on salaries and £12,032 on non-pay items detailed below.

Total Network spend £119,690.14.

SW Burns ODN Budget Statement (1 April 22 to 31 March 23)

Latest updated 20 April 2023

(All costs reconciled with NBT finance report)

Budget Line	Total Income	Actual Spend	
NHSE/I Spec Com Funding (salaries)	£132,946.00		
NHSE/I Spec Com Funding (non-pay)	£7,000.00		
Other Operating Rev Non-NHS	£2,300.00		
Accrued	£4,164.00		
Network Management Team Salaries		£107,658.14	
Computer Software/License		£534.00	
Travel & Subsistence		£1,037.01	
Conference & Seminars		£370.00	
Conference Room Hire		£4,658.00	
TRiM Training		£3,000.00	
Prevention Resource Development		£2,500.00	
VC Microphone		£32.99	
Balance	£146,410.00	£119,790.14	£26,619.86

Salary Budget for 2022-23	Budget	Actual Spend	Salary Variance
NMT Salaries budget	£132,946.00	£107,658.14	£25,287.86

Non-pay Budget for 2022-23	Budget	Actual Spend	Non-Pay Variance
Non-pay budget (inclusive accrued 21-22 and income generation)	£13,464.00	£12,032.00	£1,432.00

10. Value for money report

Below is an end of year statement of achievement for 2022-23 requested by NHS England South West to illustrate the value for money represented through the Network.

END OF YEAR STATEMENT OF ACHIEVEMENT 2022-23									
Based on Value for Money Framework			Areas addressed /added value						
Network enter here	SW Burn Care ODN		Quality / Standards	Unwarranted Variation	Metric	Patient Outcomes	Improved Pathways / Equity	Finance £ savings quantify	Other Efficiencies / Productivity Gains /
Area of Achievement / identified Benefit	Context	Improvement Outcome			KPI				
Improve quality, Safety & Experience	The ODN reviews performance against the nationally agreed SSQD Quality Indicators	1. Regular reporting on SSQD Quality Indicators in Clinical Governance Group quarterly meetings. 2. Transfer of SSQD to Model Hospital on NCDR Platform. 3. Additional KPIs added in 2022-23. 4. Further work required for services to understand how the KPIs relate to their service and can report their own data in the future.	★	★	★	★	★	★	★
Resources across whole Pathways	Self-assessment and Network review visits of burn services within the South West against the National Standards for the Provision and Outcomes in adult and paediatric Burn Care.	1. Improvement engagement between the Network and Burn Services. 2. Identification of areas for improvement and development of action plans for on-going review. 3. Excellent engagement from the hospital trusts in supporting improvements identified.	★	★	★	★	★	★	★
Improve quality, Safety & Experience	The ODN holds an annual regional Mortality and Morbidity Audit (calendar year 2022). All deaths are presented, as well as an SUIs/RCA.	1. A total of 1,496 paediatric Burns referrals of which 2 were above 30% TBSA (plus 7 non-burns skin loss). 12 paediatric burns required ventilation +/- fluid resus (plus 5 non-burns skin loss). 0 mortalities. 2. A total of 2,789 adult Burns referrals of which 15 were above 40% TBA (plus 18 non-burns skin loss). 32 adult burns required ventilation +/- fluid resus (plus 2 non-burns skin loss). 9 expected mortality/palliative care (3 mortalities occurred outside of burn service). 0 unexpected mortality. 3. 4 cases went forward to the National M&M meeting. 4. No SUIs/RCA were reported during this period. 5. Actions to take forward were to hold a Burns Study Day for referring organisations to Salisbury. The Swansea Burns Service to disperse their escharotomy simulation training and seek funding from HEE. Network Chair to raise paediatric transfer issues with WATCH Board.	★	★	★	★	★	★	★
Resources across whole Pathways	Feedback from the Independent Chair of the regional M&M Audit.	1. As in previous years, the External Chair commended the strong interservice working relationships and good communication across all services. 2. All cases were reviewed in-depth and no cases triggered the threshold for significant concern. 3. Topics discussed offered the opportunity to look at current communication and working practices to improve patient outcomes.	★	★	★	★	★	★	★
Manage Capacity & Demand	The use of Burns MDSAS Tele-referral has become well embedded within the services. Although some services are more confident in providing specialist advice and treat locally based on referral and photos, there is still a variation.	1. Reduction in inappropriate referrals based on size and severity of burn. Plymouth and Salisbury Burn Services ratio of outpatient and advice only outcomes is around 50:50. 2. Reduction in unwarranted travel for patients 3. Referring organisations have improved access to specialist advice with the help of photos of wounds.	★	★	★	★	★	★	★
Health Inequalities & Prevention	Burns Service Specification - Aetiology and Epidemiology of Burn Injuries. Social deprivation and population density are closely associated with the prevalence and incidence of burns.	1. A Network Prevention Working Group established. 2. Future NHS repository of shared resources across the Burn Services (Do it once, shared widely). 3. Improved First Aid advice can improve patient outcomes and lead to reduced length of stay / ongoing care. 3. To observe a drop in avoidable injuries and a reduction on referrals to specialist burns service.	★	★	☆	★	★	★	★
Improve quality, Safety & Experience	Large burn injuries are fairly rare, therefore non-burns specialist healthcare professionals involved in the burn care referral pathway often do not have experience of assessing and treating these patients. Therefore, there is a robust education strategy across the network through services delivering study days.	1. Outcomes for patients can be improved if initial first aid is undertaken immediately either on scene or in ED/referring hospital. 2. Network Study Days covering whole burn care pathway for more serious injuries.	★	★	☆	★	★	★	★

11. Specialist Interest Group Annual Reports

Lead Burn Nurses Specialist Interest Group

Nicola Mackey, Network Lead Nurse & Matron ASCR Division, North Bristol NHS Trust



It is a great privilege to work alongside the Burns Nursing teams as Lead Nurse for the South West Burn Care Operational Delivery Network. The passion and commitment to patient care is very evident from the feedback from the Lead Nurse forums held throughout the year. As a group the first opportunity for us to meet in person, post the Covid-19 pandemic, was at the British Burn Association (BBA) National Conference held in Bristol in May 2022. It is difficult to imagine now how good it was for many of us to meet face-to-face having been restricted to videocalls prior to that. The BBA conference was delivered by the Bristol Team and it was a huge success praised for its organisation, safety and programme. There were several excellent nursing presentations with workforce and succession planning being a strong theme.

Challenges and success with the Nursing workforce has been the focus for this year. Following the conference, a visit to the Salisbury Burns Unit was facilitated to support the Swansea Paediatric Nursing team who were going through a major reconfiguration. As detailed in this report, the specialist Burns Plastics Paediatric ward was closed and merged with the General Paediatrics ward. This led to a significant skills and knowledge gap. Working with the Network team and colleagues in Salisbury, Amy Johnson and Nix Bevan (whose service had previously undergone a similar reconfiguration), a workforce plan for Swansea was developed which was led by Louise Scannell. An on-call rota was created with an outreach team of experienced paediatric burns nurses to support the care of burn injured children. Louise also developed an education programme for the general paediatric nursing staff.



Education for burns nurses has continued with the University of the West of England 'Enhancing Practice in Burn Care' module that has been led by Shirin Pomeroy from the Paediatric Burns Centre, Bristol Royal Hospital for Children. This module was supported by Karen Highway from the Adult Burns Unit, Southmead Hospital. Nineteen students successfully completed this course that had been skilfully adapted to remote learning as a response to Covid-19 restrictions in place at the time. The online course has allowed far more students to undertake the course and 28

students commenced the course in February. The Swansea Nursing team have been preparing for the recommencement of a Welsh University accredited course to be held in Swansea University.

The year finished with the Annual Morbidity and Mortality (M&M) meeting where there was excellent nursing attendance. A request has been made to include a wider review of aspects of care as well as the formal requirement of M & M. The Network management team is reviewing how we can incorporate

this in the coming year. The National Paediatric Burn Centres weekly MDT meeting commenced towards the end of the year following the release of the new Paediatric Burns Service Specification which all staff, including nurses, contribute to and learn more about the care of complex paediatric burns.

On a national platform, Anthony Sack was appointed as National Lead Burns Informatics Nurse. Anthony is well renowned for the support and expertise given to many colleagues in the region and now nationwide. Karen Highway has been appointed to the National Senate for the Emergency Management of Severe Burns (EMSB) course. This is as a result and recognition of the hard work and commitment that Karen commits to this training. On a personal note, I have been appointed to the National Clinical Reference Group for Major Trauma and Burns and am proud to represent the South West Burn Community.

Thank you to all of our Lead Nurses and their teams for a year of outstanding work in what have been challenging times. They have risen to these challenges and continue to provide outstanding burn care to our patients.

Burns Clinical Psychologists Specialist Interest Group

Dr Helen Watkins, Consultant Clinical Psychologist, Swansea Bay University Health Board

Overview

It's been a busy year for the psychologists working within Burns services in Swansea, Bristol and Salisbury with a number of service developments taking place alongside direct clinical work with both inpatients, outpatients and their families. Training for a range of audiences on psychosocial approaches to burn care has taken place across the network with excellent feedback received.

Mindfulness courses for staff and patients have been delivered in Swansea and there have been a number of developments in non-pharmacological approaches to pain management in Bristol adult services. The trauma risk management (TRiM) approach to peer support has continued to be developed in Swansea and Salisbury with the Bristol adult service linking in with the trust employee well-being service in terms of staff support post major incident. The group were sorry to say goodbye to Josephine Steel who left the Bristol children's service in March 2023 but were very pleased that the post has been recruited to with Rachael Exley due to start in June 2023.



Clinical Psychology SIG Priorities for 2022/23

The Psychology SIG had three priorities to deliver during 2022/23 which were aligned to the National Burn Care Standards:

Priority 1 - To ensure plans are in place regarding provision of appropriate psychological support for members of the BIRT and wider burn care team. (BBA Standard 2023 - E.12.F).

- We are pleased to report that the first cohort of TRiM Practitioners and TRiM Strategic Management Leads (SMLs) completed their training this year. The TRiM SMLs focused on

embedding the TRiM model into everyday practice to support staff in the event of possibly traumatic cases. We have experienced the value of TRiM in Swansea, with the TRiM Practitioners providing a post-traumatic incident group debrief, at the request of staff, within a week of the incident. There was good engagement and feedback from staff on how helpful the session had been.



- We continued to hold several training sessions for Practitioners using role play and debriefing practice. We also ran TRiM Group Risk Assessment training in November with support from the DNA Definitive TRiM Trainers. This structured approach to training has helped TRiM Practitioners to become more confident in facilitating debriefs and offering individual risk assessments and signposting.
- A masters student in Swansea has stated to assess the value of TRiM debriefings and we will report on this in next year's annual report.
- We continue to highlight how staff can access TRiM Practitioners and Josie Steele and Helen Watkins gave a presentation at the Annual MDT Conference in November 2022 on staff well-being and resilience.
- Unfortunately, due to staff leaving or changing roles, the supply of TRiM trained Practitioners and Strategic Management Leads across the network was reduced in 2022. The Psychology SIG requested financial support from the Network to train a small cohort of TRiM Practitioners to fill this gap. This was agreed and Salisbury and Swansea put forward three candidates each to start Practitioner training in May 2023 and Stephanie Farrer volunteered to undertake the TRiM SML training.
- There are no Burns TRiM SMLs in the Bristol Children's Burns Centre and Bristol Adult Unit since previous Clinical Psychologists left. TRiM Practitioners within these services have been advised to Investigate local staff wellbeing activities within their Trust and with support from their current Burns Clinical Psychologist discuss options for join their Trusts' equivalent to TRiM practitioners. We hope to run a Network wide TRiM Practitioner Day in 2024.

Priority 2 - To ensure routine psychological screening of patients admitted for >24 hrs are completed as soon as clinically appropriate (BBA Standard 2023 - E.03.F) and are part of the admission policy.

- Routine screening is being carried out in all burn services (excluding Plymouth).
- New screening is being trialled on Powys rehabilitation ward (adult) and Ward M (paediatrics) in The Welsh Centre for Burns.
- The on-going roll out of new screening in Swansea will be monitored.

Priority 3 - To ensure clinical guidelines and appropriate psychosocial training is provided for the Burns MDT in respect of identifying psychological risk or distress and understand the level and type of intervention or action that may be indicated. (BBA Standard 2023 - E.03.F) / Outcome H.02.B/C)

- A new training package has been developed in Salisbury and roll out has begun with positive feedback.
- An Adult Psychosocial Care training day (updated package) was well attended in Swansea with positive feedback from colleagues.

Key Highlights & Successes from each of the burn services

Swansea – Dr Helen Watkins and Dr Nicola Murphy

- Nicola Murphy provided training to the therapies team regarding psychological approaches to working with trauma in April 2022 and also attended the paediatric study day to outline the role of the psychology service and the psychological impact of burn injuries for children and their families.
- Helen Watkins presented the goal planning project/publication at the National Burns Psychosocial CPD day (July 2022).
- Psychological approaches to Working with Burn Injuries (2 hours) training delivered for burns module in October 2022.
- Consultation and Team working (1 day teaching) delivered to clinical psychology doctoral trainees.
- Helen Watkins delivered a Case study with therapies colleagues (Occupational Therapists and Physiotherapists) on a complex burns case as part of teaching for rehab medicine trainees which received very positive feedback.
- Monthly mindfulness practice groups continued to run for staff who have been through the 8 week Mindfulness Based Stress Reduction (MBSR) course.
- A 'Taste of Mindfulness' session for burns patients was delivered in August 2022 and a pilot Mindfulness Based Cognitive Therapy (MBCT) 8 week online course (2 hours/week) ran in October and November 2022 with very positive qualitative feedback was received.
- Monthly/six weekly MBCT practice groups are now running for patients who have been through the 8 week course.
- Nicola Murphy is involved with supporting the write-up of a research article, regarding appearance anxiety (multi-centre study) for which Swansea was a recruiting site (ProACTIVE study).

Bristol Adults – Dr Patrick Hill

- A PREMs project looking at patient experience in the outpatients adult burns clinic (ABC) was completed with a focus on non-pharmacological pain management strategies. The findings were presented as an oral paper at the BBA conference and a poster at The Royal College of Anaesthetists Annual Conference in May 2022. The recommendations for development of non-pharmacological pain management in ABC are being taken forward.
- Dr Hill joined the national Burns PREMS working group, who worked on developing a PREMS website with a team from the University of Bristol to enable PREMS to be gathered nationally for all Burns services. It has since been agreed that PREMS are not an effective method to gather qualitative information from patients and Dr Hill is involved in writing up a patient engagement framework. The working group will return to this in 2023-24.
- A protocol for a trial to explore use of VR in treatment and rehabilitation of Adult Burn Survivors is progressing through the NBT Research system. Funding has been obtained from Dan's Fund for Burns and a Psychology Assistant will be recruited once ethics approval has been granted in 2023-24.
- There is also ongoing development of training in pain understanding and management for burns staff.

Salisbury – Dr Jane Lewendon and Dr Stephanie Farrar

- Psychosocial training package and initial feedback presented by Jane Lewendon at the National Burns Psychosocial CPD day (July 2022).
- Psychological assessment skills training sessions were run for the burns staff and plastic outpatient team. The feedback from the training was positive. The plan is to continue running these sessions for the remainder of the staff on the burns unit. The training package has also been adapted for the paediatric burns staff and was delivered in September 22.
- MDT meetings are being developed to cover adult and paediatrics which will be an opportunity to discuss TRiM. Bi-monthly TRiM meetings offered to all trained staff.
- Jane Lewendon is leading an ongoing process of incorporating TRiM within Salisbury District Hospital TRiM Service to improve governance, record keeping and training.

Bristol Children’s – Dr Josephine Steel

- Josie Steel was in discussions with Psychology regarding TRiM training but had to handover to next Clinical Psychologist.
- Rachael Exley was appointed to a vacant Paediatric Clinical Psychologist post with the burns service and is due to start in post in June 2023.

Psychology Issues raised this year

Risk/Issue	Mitigations
Long standing issue relating to lack of psychology provision in the Plymouth Burns Facility leading to unwarranted variation of care for people living in Devon and Cornwall.	Towards the end of the year, support was being provided by the Paediatric Psychologist who joined paediatric MDT meetings when a complex case discussion was required.
Due to staff leaving or changing roles, the supply of TRiM trained Practitioners and Strategic Management Leads across the network was reduced. It was anticipated that this may impact on services’ ability to provide appropriate psychological support for members of the BIRTs and wider MDT following a traumatic incident.	The Psychology SIG requested financial support from the Network to train a small cohort of TRiM Practitioners where the need has been identified. This was agreed and Salisbury and Swansea put forward three candidates each to start training in May 2023.
No Burns TRiM Strategic Manager in the Bristol Children’s Burns Centre and Bristol Adult Unit since previous Clinical Psychologists left.	TRiM Practitioners within Bristol Services were advised to Investigate local staff wellbeing activities within their Trust and with support from their current Burns Clinical Psychologist discuss options for join the Trust equivalent to TRiM practitioners.

Burns Therapists Specialist Interest Group

Janine Evans, Advanced Clinical Occupational Therapist, Swansea Bay University Health Board

The Burns Therapists Specialist Interest Group (SIG) consists of therapists from each of the specialised burn services. A member of the group is nominated each year to represent the group at the Network Clinical Governance Group and Board meetings. The group meets quarterly and sets a work programme in collaboration with the Network. Group members also attend a National British Burn Association (BBA) Burns Therapists SIG and provide a good communications link between national, network and service developments.



Therapies Priorities for 2022/23

There Therapies SIG focused on three priorities this year. They were:

Burns Prevention and Raising Awareness

- The Swansea Advanced OT Practitioner developed burns prevention teaching resources for Occupational Therapy students and colleagues. The aim of this was to encourage OTs to discuss burns prevention and first aid with older people when they undertake assessments with older adults in hospital and community settings. This has been successfully rolled out in Swansea and Salisbury, and the resources are available on the BBA website.
- Swansea re-established education sessions on burns prevention and first aid at local mother and baby groups. A Play Specialist has also received burns prevention training to assist in the roll out of prevention information for baby and child groups.
- Salisbury promoted the safe hot water bottle prevention message on National Burns Awareness Day and provided education for staff and patients across the elderly care wards.

Implementation of the National Burns Rehabilitation Prescription

- The therapists were tasked with implementing this Burns MDT document and started to work with their Consultant colleagues to develop an infrastructure for using the National Burns Rehabilitation Prescription. However, nationally, there were difficulties with implementation due to the complexity of the form and no infrastructure to support it. Patients were receiving their rehabilitation plans and goal setting objectives, but this was not documented as part of the National Burns Rehabilitation Prescription. Therefore, this was raised at the National BBA Therapies SIG and the Chair escalated this to be discussed at the National Trauma and Burns CRG early in 2023.

Managing patient anxiety when repatriating from a Burns Centre to a Burns Unit.

- A video developed by the Bristol Adult Burns Unit has been working well in reducing anxiety for patients transferring from the Swansea Burns Centre to Bristol. The aim was to replicate this for the Salisbury Burns Unit, however, due to Covid restrictions, staff turnover, internal critical incidents and industrial action, it has been difficult to set a date for filming members of the team. A script has been agreed and the team hope to complete this in 2023-24.

Key Highlights & Successes

The group developed **Major Incident Cards for General ICU Therapists** to provide guidance on providing specific rehabilitation of burn injured patients as soon as possible following a burns major incident. These cards were approved by the National EPRR Clinical Reference Group in recognition that

due to the limited critical care burns beds available nationally, it was likely that general ICUs will need to care for these patients longer than usual following such an incident. A poster presentation was given at the BBA Conference and received excellent feedback. The cards have been made available for national use.

The establishment of a **Named Key Worker** for complex long-term patients at the Bristol Children's Burns Centre has led to improved communications between the patient, family/caregiver, other health and social care providers and the burns MDT.

Therapists in Swansea and Salisbury qualified as **TRiM Practitioners** and work alongside their psychology and nursing TRiM Practitioners to develop a model of debriefing and ongoing support for members of their MDTs. This has received positive responses especially following potentially traumatic events in Swansea and Salisbury. Two lead therapists in Swansea also completed REACT mental health training to support MDT colleagues.

Therapists across the network have played an active role in **National Burns collaboration**. The Lead Occupational Therapist in Swansea is involved in the [Global Priorities in Burns Care Research](#) and also became Chair of the National BBA Therapies SIG. Therapists were also members of the groups updating the [BBA National Standards for the Provision of Adult and Paediatric Burn Care](#) (published June 2023) and the revised [Service Specifications for adult and paediatric burn care](#).

All therapists are involved in delivery **education and training** to non-burn specialists. This year Salisbury therapists delivered training in the Channel Islands as part of a **Burns MDT Study Day**. Swansea therapists delivered a webinar with a maxillofacial prosthetist colleague for the Institute of Maxillofacial Prosthetics and Technologists on 'A collaborative approach to the management of facial burn scarring'

Service Quality Improvements have included developments at the Bristol Children's Burn Centre to ensure more effective use of rehabilitation space and the paediatric therapists started to attend the Bristol Adult Burns Service MDT as the revised Paediatric Burns Service Specification advocates for closer links with adult services and virtual weekly national paediatric MDT meetings in order to maintain knowledge and skills in managing serious complex paediatric burns due to the small number of cases each year. Salisbury established a therapy led skin camouflage clinic

Therapists also play an active part in a number of **national clinical research trials**, including SMOOTH, BOSS-2 and EL4BS and the Bristol Adult service therapists have been involved in planning Virtual Reality (VR) trials for dressing clinics and trialling a Dependency Pain Booklet.

The five specialised burn services within the network continue to collaborate with each other, sharing resources and good practice. A good example of this is all the lead therapists offered support to new Physiotherapist and Occupational Therapist in the Plymouth Burns Facility in setting up a new burns therapy service.

Therapies Risks and Issues raised this year

Risk/Issue	Mitigations
AHP staffing issues across the hospitals impacting on Burns therapists having to cover other parts of their hospital.	Worked with their hospitals to develop flexible working cover.
Issue with implementation of National Burns Rehabilitation Prescription requested by the Trauma and Burns CRG. Form was designed to eventually be integrated as part of the iBID database, but national funding was not approved for this development.	Raised at the Network Clinical Governance Group. Supported by Therapies SIG to raise the issues with the BBA and the Trauma and Burns CRG. At the time of writing this report, the CRG supported a review of the document.
Risk has been raised in some services regarding support for MDT members to attend the BBA conference, especially if presenting. Some have to self-fund their registrations.	Encourage colleagues to submit abstracts. Seek alternative funding from burn charities and promote the requirements for continued professional development in such a specialist role which others rely on for their knowledge and skills.

12. The Network's objectives for 2023-24

Workforce Planning	
Priority	Objectives
Ensure every Specialised Burn Service in the Network has a Burns MDT that meets the essential staffing levels recommended in the revised National Standards for Adult and Paediatric Burn Care (BCS) and there is a flexible, skilled and resilient Burns MDT.	<ul style="list-style-type: none"> Continue to provide recommendations in response to Burn Services' self-assessment against the BCS completed in 2022-23 To work with HEE Workforce Transformation Team and Burn Services to address specific challenges in respect of recruitment and retention of nursing and AHP staff.
Ensure the Network Management Team has appropriate skill-mix to take forward work plan priorities.	<ul style="list-style-type: none"> Embedding new Leads into the Network Management Team
Education & Training	
Priority	Objectives
Ensure healthcare workers involved in the Burn Care Pathway (from initial presentation to rehabilitation) are suitably trained in burn care.	<ul style="list-style-type: none"> Run a Regional Burns Study Day to ensure pre-hospital and referring hospital staff have a good knowledge of initial burn care management and the referral pathway. Run an Annual Themed Burns MDT Study Day focusing on specific topics that have been identified over the previous year.
Digital	
Priority	Objectives
Improve Burn Services' interface with Burns Tele-referral System (MDSAS) in supporting QIPP efficiencies.	<ul style="list-style-type: none"> Review the results of a survey asking end-users for feedback on specific aspects of MDSAS. Aim to use this information to streamline the MDSAS interface across the Network
Pathway Transformation & Unwarranted Variation	
Priority	Objectives
Ensure all burn injured adults have equitable access to the Burns MDT away from the acute burns setting once their acute episode has finished.	<ul style="list-style-type: none"> Aim to design an adult outreach follow-up pathway for patients, initially within the Salisbury Burns Unit catchment area Identify and minimise health inequalities related to access to equitable outreach adult service provision
Ensure patients identified as requiring a rehabilitation prescription receive one.	<ul style="list-style-type: none"> Agree key core elements of a rehabilitation prescription for planned on-going care that is provided to the patient.

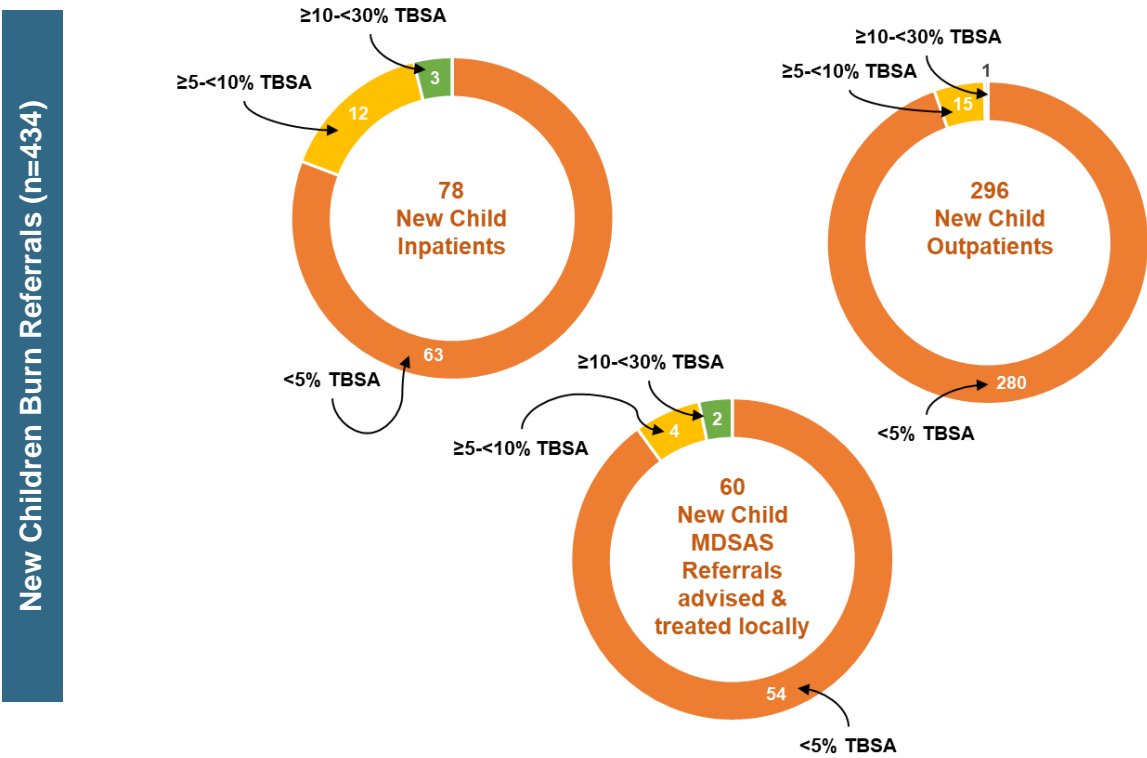
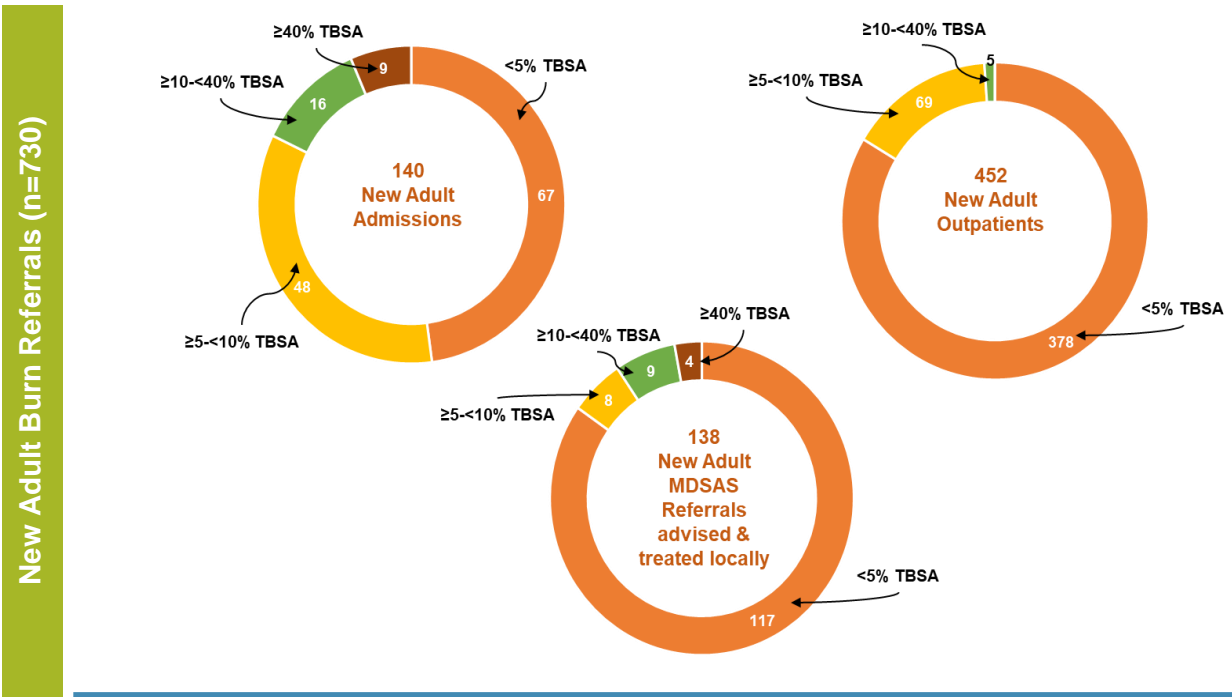
Clinical Governance & Unwarranted Variation	
Priority	Objectives
Improve Burn Services' interface with Burns Tele-referral system (MDSAS) in supporting QIPP efficiencies.	<ul style="list-style-type: none"> Identify and minimise health inequalities related to access to equitable service provision.
Ensure good quality data is at the heart of clinical governance processes which are embedded into the Network's Clinical Governance functions	<ul style="list-style-type: none"> Implement Model Health System Burns Dashboard once available to become an anchor on which all future quality assurance, service improvement and transformation is based on. Run Annual Regional Morbidity & Mortality Audit and submit identified cases to the National Audit meeting. Monitor SSQD quality indicators for specialised burns (paediatric and adult)
Emergency Preparedness, Resilience & Response	
Priority	Objectives
Work with Burns Services, Regional and National EPRR Leads to ensure understanding of the National Concept of Operations for Managing Mass Casualties – Burns Annex in the context of the new ICB configurations.	<ul style="list-style-type: none"> Run a Network tabletop top exercise to test response in the South West.
Quality Assurance	
Priority	Objectives
Ensure Burn Services are meeting nationally agreed essential Burn Care Standards for the Provision of adult and paediatric burn care.	<ul style="list-style-type: none"> Monitor implementation of Burn Service improvements plans identified through the Network Review Process.
Prevention & Population Health Management	
Priority	Objectives
Develop a Network Burn Prevention and Awareness Strategy in partnership with Burn Services, Integrated Care Boards and Public Health (SW).	<ul style="list-style-type: none"> To identify main mechanisms of injury and develop resources (posters, animations, patient stories, etc) that can be used to raise awareness.
Network Governance	
Priority	Objectives
Ensure the Network is compliant with the new Clinical Network Service Specification for Burns (once published)	<ul style="list-style-type: none"> Self-assessment against the new service specification.

13. South West Burn Services' Annual Reports

The Welsh Centre for Burns and Plastic Surgery, Morriston Hospital, Swansea Bay University Health Board

Mr Jonathan Cubitt, Consultant Burns & Plastic Surgeon

Overview of year's Activity



Overview

Overall, we have had another busy year. We managed ten centre level burns and twenty-two unit level burns during this time period along with many other smaller burns and non-burn conditions requiring burns related expertise. Like much of the UK we have seen an increase in the number of non-burns skin loss conditions and have managed patients with unusual conditions including pemphigus vulgaris.

Service Priorities/Plans during 2022-23

- ✔ Throughout 2022-23 the service's main priority was to submit a capital business case to the Welsh Government for a major reconfiguration of the general ICU to accommodate burns cubicles that meet the national standards for burns centre level ICU provision. This involved a three phased project to create a dedicate burns ICU area, reconfiguration of a theatre to accommodate burns and repurposing of a ward adjacent to the general ICU as additional general ICU space.
- ✔ Due to the permanent move of paediatric burns beds to the general paediatric ward and HDU, the service self-assessed against the new NHSE Service Specification for paediatric burn care and also completed a self-assessment against the National Standards for Provision and Outcomes in adult and paediatric burn care. This also involved a review visit from the Network Management Team.
- ✔ Burns reconstruction has been a priority as part of the post-COVID theatre recovery and the LASER and surgical reconstructive sessions have restarted with patients on the waiting list being prioritised as appropriate.

Key Highlights & Successes

- Following the challenges of the 2021 – 2022 year relating to medical staffing of our anaesthetic / intensivist rota, our hybrid rota has continued to be successful and we have run a continual service with no closures. This hybrid rota has strengthened team working across burns and general intensive care and provided an opportunity for education and training across both teams and a phased exposure of the general intensivists and the general anaesthetists to burns care thereby increasing the core group of staff and future-proofing the service.
- Our paediatric nursing team have pioneered a specialist burns nurse team, including an on-call rota, to optimise the care of our paediatric burns patients on their burns journey. This includes not only the time whilst they are in hospital but also visiting the patients in Bristol before they are stepped down to our care, carrying out the acute assessment and dressings of the paediatric burns and continuing the long term follow up with outreach provision for care closer to home.
- We have also restarted the burns accredited course for nursing staff and have appointed a new education lead nurse. This multidisciplinary taught course is designed to equip the new starting nurses with the skills to flourish in the burns department. Rotation of the burns critical care nurses to general ICU has also strengthened relationships with general ICU in anticipation of our co-location in the future.
- Redesign of our burns adult inpatient ward to be located on the same footprint as the Tempest Burns ICU has greatly improved patient flow and interactions between the ward nursing staff, intensive care staff and the dressing room staff. The capacity of this ward will be increased when the Tempest ICU moves to co-locate with general ICU and is part of the further redesign of the service.

- Burns MDT members continue to contribute to education and training of many different healthcare professionals and patients. Many staff have been teaching on the EMSB course throughout the UK and we have restarted delivering EMSB in Cardiff. The Swansea developed burns escharotomy model continues to be successful and has been used to provide training in emergency burns surgery to several different services in the UK.
- Burns reconstructive elective surgery is increasing and the LASER service has expanded with new consultant sessions and the appointment of a new LASER nurse practitioner. The plan is to further expand and carry out more limb burns related LASER treatment in the outpatient setting under regional blocks.

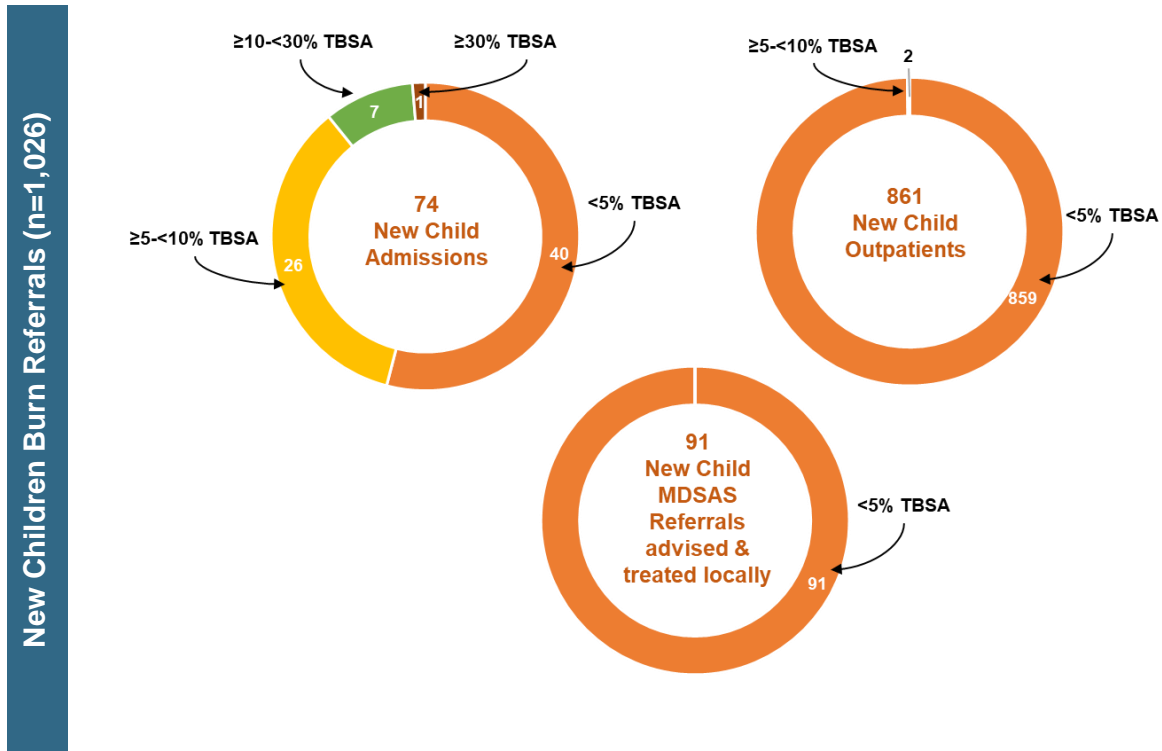
Top 3 Risks/Issues

Risk/Issue	Mitigations
There is a shortage of Burns Anaesthetists and Intensivists nationally.	Development of a hybrid rota staffed by burns and general anaesthetists and intensivists to ensure adult centre level critical care is still available within the South West Network region.
Powys Ward was being used for Medical/surgical outliers due to bed pressures across the hospital.	Ward level burns patients were managed on Tempest ICU ward and this did not impact on centre level capacity. A priority for the service is to reconfigure Tempest Ward to become a burns rehabilitation ward. An interim reconfiguration of Tempest occurred early in 2023, however, this can only accommodate 5 rehab beds and therefore the burn service still relies on Powys Ward to accommodate burns outliers.
Recruitment and retention of nursing staff has been an issue due to low staff morale during quiet periods on Tempest ICU	To ensure staff retention the service developed a rotation of highly skilled Burns ICU nurses to allied part of the hospital to ensure critical care skills are maintained. This included rotation to the general ICU.

The South West Children's Burns Centre, Bristol Royal Hospital for Children, University Hospitals Bristol & Weston NHS Foundation Trust

Mr Ian Mackie, Consultant Burns and Plastic Surgeon

Overview of this year's activity



Overview

Based at the Bristol Royal Hospital for Children, University Hospitals Bristol and Weston Foundation NHS Trust, the Children's Burns Centre has continued to deliver high quality treatment and care to burn injured children and families in the PICU, HDU, Ward, Outpatient and Outreach (community) clinical settings throughout 2022-23. Significant bed pressures and staffing gaps have continued, however, these have been well-managed by the hospital to ensure that we are always "open to burns". Staffing changes within the core Burns clinical team added to the challenge of ensuring continuity in clinical care, but as a team this has been positive in harnessing better collaborative and supportive ways of working. A permanent sixth Burns Consultant joined the team during this period. A lead physiotherapist, clinical psychologist, two part time outreach nurses and a play specialist were also successfully recruited.

We continued to treat all levels of burn injury throughout 2022-23. In keeping with other UK burns services, the significant majority of patients we encounter have sustained small injuries and are able to be successfully managed by the team as outpatients at the BRHC or by our own outreach staff. We contributed and collaborated with our colleagues managing paediatric burns across the UK in developing the National Paediatric Burns Service Specification (published towards the end of Q3-Q4). This formally recognises that thankfully massive burns in children are rare and across the UK Centre level paediatric patients are less frequent in number.

Despite this recognition, we were involved in the management of two Centre level cases during this period. As ever, a larger number of patients were referred directly to BRHC with the expectation of requiring prolonged Centre level care. We have very well established protocols for the management of severe burn injury in children, and active management by our excellent anaesthetic and PICU colleagues allows us to successfully manage such patients on our burns HDU. This is something that the Burns team are very proud of. The team have grasped the opportunities to share experience and learning with other Paediatric Burn Centres in the UK and attend the National Burns Centre Paediatric MDT meetings. A further nine Unit level patients (including another skin loss patients) had shorter stays in critical care and were promptly stepped down to ward level care when deemed appropriate to do so.

Service Priorities/Plans during 2022-23

- ✔ A prominent feature was the ongoing management of staffing gaps and reduced staffing levels across the hospital. This had a knock on effect in ensuring Burns knowledge and skills were maintained within the core and wider team. We supported the hospital-wide recruitment process which included AHP staff, in welcoming new starters and provided formal and informal Burns teaching.
- ✔ We promoted teaching to our referring services and resumed face-to-face contact where possible. We continued to review and evaluate the accredited UWE 'Enhancing Practice in Burn Care' online course to ensure it has relevance, currency and provided value for money.
- ✔ Our self-assessment against the National Burn Care Standards was also reviewed and preparatory work undertaken for the Network Management Team review meeting before the end of this fiscal year.
- ✔ Towards the latter part of the year, conversations with the Divisional management team were initiated to inform and highlight the requirements needed in meeting the revised Paediatric Burns Service Specification.

Key Highlights & Successes

After many months of preparation and together with colleagues at our adult Burns service, in early May 2022 we hosted the British Burn Association (BBA) annual scientific meeting here in Bristol. It was the first hybrid virtual and face-to-face meeting of the BBA since 2019. Many staff were supported in attending this meeting either for a day or for the full conference and also gave their time in Chairing the sessions. Both oral and poster presentations were delivered by members of the team to showcase quality improvement (QI) work undertaken and an invited talk given on "Succession planning and retention of staff across the Burns MDT" was felt to be a topic that echoed across other services within the Burns community.

Education and Teaching is a key deliverable by all members of the Children's Burns MDT year on year. The UWE 'Enhancing Practice in Burn Care' (40 credit CPD module) ran across the financial years (starts in Q4) and continued as a fully online module. In the 2022 academic year 19 students (nursing and AHP staff) successfully completed the course. In Q4 of this reporting period another 28 students from a variety of clinical settings and disciplines started their five months of part time study. The course was delivered collaboratively with staff across the paediatric and adult services. On site (in-house) teaching continued for all departments within the hospital (theatres, ward, critical care and ED). Outreach teaching also picked up with more face-to-face sessions (although some were still virtual) for community nursing colleagues and referring services - Emergency Departments, Minor Injury Units and Urgent Care

Centres. Burns teaching sessions have continued to be timetabled in the Children’s Faculty of Nurse Education Paediatric Critical Care and Pain courses. These were attended by staff from across the south west region and by the end of the year resumed to being face-to-face.

New staff to the ward and outpatient nursing teams included fixed term funding and recruitment of a Band 5 nurse to run weekend Burns clinics, an international nurse with burns experience and three newly qualified nurses. This has also called upon a further need for Burns teaching. Clinical skills facilitators embedded within all clinical areas enhance the delivery of burns teaching through a variety of methods including simulation. Going forward, more international nurses are expected to join the team as a result of hospital-wide international and local recruitment programmes. In June 2022, five staff from the service successfully completed the EMSB course which helped redress a backlog in meeting the required target as per the National Burn Care Standards.

In July, we contributed to the inaugural National Paediatric Burns mortality and morbidity meeting. This was an online meeting presenting cases from the calendar year 2021. With no mortalities to present we offered three cases from a shared learning perspective.

Some small-scale but valuable **QI work** has been completed during the year. Three projects were related to burns associated with “cooking” and “eating out” over a year period. A larger project to develop a model of education and support for children and families completed its first phase this year in the production of an animated video [“Helping you to Heal: A model of education and support for children and families”](#). This introductory video went live during the year and we are grateful for the Network in funding this valuable resource. The next phase of this project is ongoing. Despite ongoing challenges, the service continues to receive very positive feedback from patients and families.

Our **Burns Prevention** agenda has been very productive over the course of the year. As a member of the Network Burns Prevention and Awareness Group, we acted as lead service in developing [‘Hector the Hot Water Bottle’](#) burns prevention animation. Funding for this work was successfully secured from our hospital charity. Outreach nurses also contribute to the Child Injury Prevention group (CHIP) meetings and associated work plan delivered by the South Gloucestershire Children’s Partnership. This group includes health and public health professionals with representation from the fire service. In October 2022 the team delivered another successful Burns Awareness Day via social media, sharing Children’s Burns Trust resources and displays across the hospital. ‘Hector the Hot Water Bottle’ featured on multiple internet sites and platforms during this time and also since.

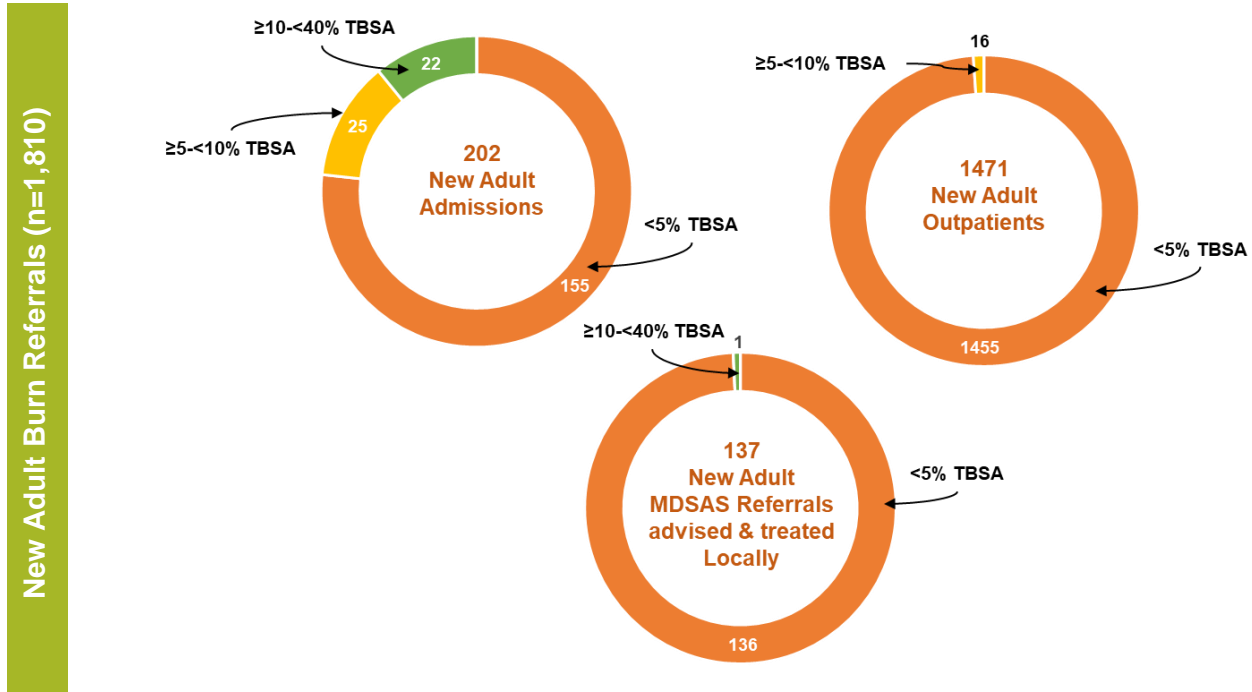
Top 3 Risks/Issues

Risk/Issue	Mitigations
Staffing levels in burns outpatients, ward, HDU and PICU.	Department and Hospital-wide approaches were used to cover or back-fill staffing gaps.
Access to theatres and therapy/play space in a busy mixed specialty tertiary children’s hospital.	Critical care level patients were prioritised for theatre whenever possible. Alternative measures were taken to either rebook less urgent cases, or instead manage changes of dressings with conscious sedation. Anaesthetic advice and support was always available.
Pressure on bed capacity leading to outliers within the hospital.	A fortunately infrequent event throughout the year. Patient flow within the hospital is a known problem. The core team provided quality care for children and families on any ward. Beds were made available on the Burns ward whenever possible to do so.

Bristol Adult Burns Unit, Southmead Hospital, North Bristol NHS Trust

Mr Ian Mackie, Consultant Burns and Plastic Surgeon

Overview of this year's activity



Overview – Mr Ian Mackie, Consultant Burns and Plastic Surgeon

This was another busy year for the adult burns service at North Bristol NHS Trust. A significant number of new patient referrals were successfully managed by our daily dedicated burns outpatient clinic and we admitted 202 new patients with acute burns for ward-based management. Fifty-nine patients were referred to our service by Emergency Departments in our region who were considered to meet Burns Unit referral criteria. Following treatment in our service, only twenty-two of these referrals were true Unit level patients. Assessment of size and depth of burn injuries is challenging for non-burns healthcare specialists particularly in emergency situations. Recognising this we continue to run training and education sessions for our colleagues in Emergency Departments.

Service Priorities/Plans during 2022-23

- ✔ A key priority was to recruit and train nursing staff to address ongoing challenges with recruitment and retention.
- ✔ New recruits were supported in obtaining their burns competencies and, where appropriate, to undertake the Emergency Management of Severe Burns (EMSB) course and/or the accredited University of the West of England 'Enhancing Practice in Burn Care' course in a timely manner.
- ✔ We continued to develop our in-house education and research programmes.
- ✔ We also aimed to strengthen our ties with our Paediatric burn service with regular meetings and education programmes.

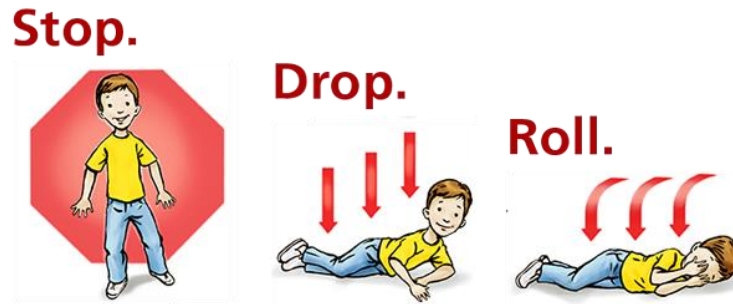


Ensure our service meets the requirements of the National Burn Care Standards, the Burn Care Specification and recommendations from the GIRFT report.

Key Highlights & Successes

- The British Burn Association Annual Conference was held in Bristol in May 2022. We led on the planning of the event and were proud to run the first green BBA conference in which we introduced a Conference App to facilitate paperless posters and enabled attendees to join the event virtually. We received extremely positive feedback from delegates.
- We delivered a Bristol EMSB course in June 2022 which attracted 25 candidates. Our South West EMSB Faculty also supported the Glasgow EMSB in November 2022. We are planning two additional courses in Bristol for June 2023 and in Cardiff in September 2023.
- We successfully recruited a sixth Burns Consultant to join the Bristol adult and paediatric burn services.
- Throughout the year, nurse staffing levels fluctuated, but a successful recruitment programme through the Trust ensured that we were able to fill all posts by the end of this period.
- We were successful in recruiting a Band 7 Burns Lead Physiotherapist.
- We continued to engage and educate the next generation of burns and plastic surgery clinicians through a successful observership programme. This has become a standard feature of our service.
- We delivered a burns dressings and management study day for ICU nursing staff and plan to repeat this regularly.
- Our in-house education programme included a brilliant session by our Occupational Therapists who trained our junior doctors on scar management in burns and plastic surgery patients.
- We also delivered training sessions for our postgraduate doctors in the acute assessment and management of adult major burns, electrical injuries and use of Dermal Regeneration Templates in acute burn reconstruction.
- We continued to deliver simulated sessions for our team on the acute assessment and management of major burns.
- Members of the burns MDT continue to play an active role in the Network's Burns Prevention and Awareness Group.
- Our interest in audit and research continued and we completed several audit projects and continue to be involved in international research studies. We are always on the lookout to increase our collaborations.
- We commenced service evaluation projects on inpatient wellbeing at Southmead, a Pharmacy First Aid advice study and re-audited our antibiotic guidelines adherence for burns inpatients.
- The service is part of national multicentre clinical trial studying early pulsed dye laser (PDL) for hypertrophic scarring.
- We played an active part in the National Burns Awareness Day. A burns survivor kindly agreed to be interviewed with a Burns Consultant on ITV News about his experience. The aim was to increase public awareness of 'Stop, Drop and Roll' method, optimal first aid measures and burns hazards in the home, encouraging prevention. Additional Burns Awareness/Prevention messages circulated on NBT Social Media accounts (Twitter, Facebook, Message of the Day, Chief Executive Midweek message).





- Finally, and most importantly to us, we are proud that to have received excellent feedback from our patients and relatives throughout the year with our Patient Experience feedback continues to be very positive.

Top 3 Risks/Issues

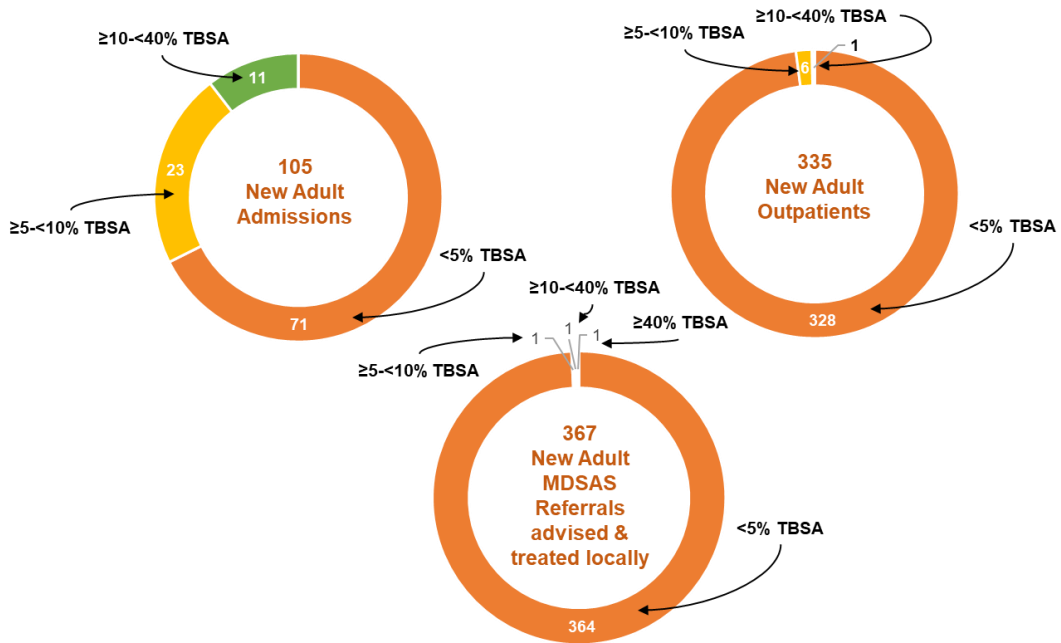
Risk/Issue	Mitigations
Recruitment and retention of burns trained nursing staff.	Ongoing recruitment programme
Lack of theatre space for emergency and elective care.	Continue to work collaboratively with management to ensure that emergency cases are prioritised appropriately as we have done for the last few years. Continue to pick up additional sessions to deal with elective workload as required.

Salisbury Burns Unit, Salisbury District Hospital, Salisbury NHS Foundation Trust

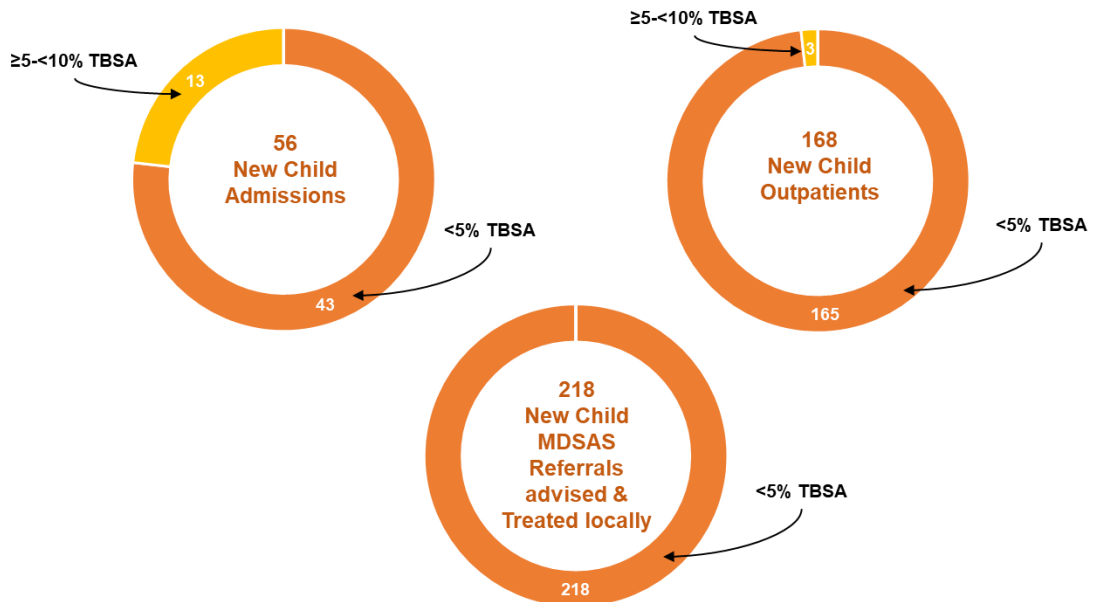
Mr Eunan Tiernan, Consultant Burns & Plastic Surgeon

Overview of this year's activity

New Adult Burn Referrals (n=807)



New Children Burn Referrals (n=442)



Overview

Inpatient activity

We admitted 105 new acute adult burn patients during the year 22/23. 34 (32%) of these admissions were patients with burns above 5% TBSA and of those, 11 (10%) were patients with burns between 10% and 40% TBSA. In total, we admitted 131 adult patients. These included acute admissions and those being re-admitted for planned surgery, complication management or repatriation. This is a 10% increase from 21/22. The proportion of over 65s has increased by 19%, making up a total of 34% of our total admissions last year.

We also admitted 56 new acute paediatric burn patients. 13 (23%) of these admissions were patients with burns between 5 and 10% TBSA. There were no admissions above 10% TBSA. In total we admitted 75 paediatric patients. These included acute admissions and those being re-admitted for planned surgery, complication management or repatriation. This is a very small decrease from 21/22. The proportion of under 5's remains high at 81% of our total admissions.

93% of our adult and paediatric admissions were from our catchment area with the highest proportion coming from the heavily populated areas along the South Coast. Scalds remain the most common cause of injury with 34% of adults and 77% of children being admitted due to this mechanism.

Outpatient activity

We have re-structured our burns dressings clinics so we now deliver 6 adult clinics and 3 paediatric clinics a week which are supported by our paediatric outreach service. In the year 22/23 we had 335 new adult outpatient referrals and 168 new paediatric outpatient referrals. Using our MDSAS telemedicine referral system, we were able to provide advice only on a total of 585 referrals (47% of all our referrals) thus preventing unnecessary visits to a specialist burns service.



Scar service activity

We continue to provide telemedicine follow up calls alongside face to face appointments. We have started to look at ways that we can provide outreach for elements of scar care within this clinic, which we hope to formalise in 23/24. A training rotation has been introduced for our in-house burns therapy staff and a Burns Occupational Therapist has been trained in camouflage makeup and we hope to have a clinic for this in place by the end of 2023.

Within the year 22/23 we treated 330 patients with a DNA rate 7%, which we hope will reduce following our outreach project for 23/24.

Service Priorities/Plans during 2022-23

Our service priorities during 2022-23 were as follows:

-  Recruitment of a fourth Burns Consultant – starting 2024
-  Completion of a self-assessment against the National Burn Care Standards in preparation for a Network Management Team review visit of the service in December 2022.

- ✔ Responding to a number of recommendations that came out of the Network Management Review visit, including development of Consultant job planning and rotas, increased burns theatre sessions and development of an adult Outreach service.
- ✔ Review of adult burns outpatient clinic funding – submission of business case for 15 hrs band 6 to be funded. Currently these hours are backfilled by the adult Burns Clinical Nurse Specialist (Approved and now recruiting).
- ✔ Submission of business case for Paediatric Burns Clinical Nurse Specialist, 15 hrs Band 7 (Approved and in post Feb 23).

Key Highlights & Successes

It's been a busy year and we are proud that we have managed to deliver an excellent service to our patients despite often extreme operational pressures, staff sickness and vacancies within the MDT. Our patient feedback has continued to be really good:



In December, we hosted the Network Management Team to review our compliance against the National Burn Care Standards. This highlighted some gaps in the service and following a report provided to the Trust, a number of initiatives have been agreed and an action plan put in motion. The most significant issues that we have been working on are recruitment of Burns Consultants and re-organisation of job plans and Consultant rota, additional burns theatre lists, nursing skill mix and the development of an adult Outreach service. We hope to have some of these actions in place by the end of 2023.

Education

Education remains a priority for our team. As always, it has been challenging delivering regular teaching to the staff whilst balancing operational pressures, staff sickness and vacancies on the ward. Despite this, we have continued to support staff where we can and have managed to deliver a good amount of external teaching throughout the year too. Highlights include:

- Throughout the year our Paediatric Outreach Nurse delivered a programme of virtual and in person Assessment and Management of Burns training to the South West Ambulance Service, Paramedic students, ED doctors, and Emergency and Advanced Nurse Practitioners in Emergency Departments.

- Members of the Burns MDT delivered successful study days in Jersey and Guernsey in September 2022. A total of 75 members of staff attended and feedback was excellent. So much so we have been invited to do the same every year.
- Members of the team were invited to provide a simulation and teaching session on a major paediatric burns scenario based on a real case at the PIER Conference. This was attended by an MDT audience of paediatric clinicians from across the South West.
- Our Adult Burns CNS continues to deliver burn sessions as part of the Wessex ICU course for Southampton and Oxford Cohort, as well as the Bournemouth ICU course.
- We held two successful Burns Study Days for referring staff in our region with over 50 attendees.
- Two members of nursing staff passed the 'Enhancing Practice in Burn Care' course at UWE and another three staff members of staff enrolled on the course for next year.

Nursing

Nursing our burns patients through their journey from injury to rehabilitation continues to be a rewarding but often challenging experience for our teams based on Odstock and Sarum wards. On a day-to-day basis the wards are extremely busy and nurse staffing and skill mix is always an on-going challenge. We have a core group of experienced burns and plastics nurses who support our new nurses with gaining confidence and competence in the speciality. We have also been lucky to have some international nurses join our adult team over the past year. Highlights of the year include:

- We have a new Paediatric Lead Nurse in post providing 15 hrs per week supporting clinics, ward work, teaching and liaison at Network level.
- Earlier in the year we hosted the Swansea Paediatric Team to share practice and help support the team in respect of their permanent move to a general paediatric ward.
- We have developed the outpatient service, creating 3 dedicated Paediatric Burns Clinics per week supported by Outreach and 6 adult clinics. We have submitted a business case for funding of 15 hrs of adult burns clinics.
- We have started a service improvement project looking at developing an adult Outreach service.
- For National Burns Awareness Day we did a trolley dash around the hospital to raise awareness of hot water bottle safety.

Allied Health Professionals

We are now fully recruited in to our Lead Therapy roles (Physiotherapist and Occupational Therapist) and have welcomed a new Clinical Psychologist too this year.

Highlights for the year include:

- The Katie Piper Foundation visited our rehabilitation service at the end of November to forge close links for burn rehabilitation. We hope to provide a positive update in next year's annual report.
- Our Psychology team have been delivering a programme of training on psychology assessments and the escalation pathway for intervention should this be required. This has been very well attended by nursing, therapy and outpatient staff. The training has also focused on staff well-being. In the Burns MDT we have a TRiM Strategic Management Lead and 4 TRiM Practitioners to support staff where needed.
- We continue to audit our scar management service data and how Hand Burn Severity Score (HABS) affects burn therapy input.
- Salisbury is a principle recruitment site for the EL4BS (Early Laser for Burns Scars) clinical trial.

Top Risks/Issues

Risk/Issue	Mitigations
Burns Consultant cover – unable to recruit to the vacant post over the year. Also 1 WTE Consultant on parental leave.	<ul style="list-style-type: none"> Rota supported by Plastics Surgeons. Parental leave ended March 2022.
Nursing establishment, skill mix challenges and long term sickness.	<ul style="list-style-type: none"> Daily (and on-going if needed) discussion with surgical Matron if staffing +/- skill mix concerns. On-going international recruitment On-going education programme
Service Closures Paeds service closure 5/7 to 10/7 due to burns bed capacity pressures. Adult ICU level closure 24/1 to 25/1 due to bed capacity	<ul style="list-style-type: none"> Twice daily review of burns bed capacity and submission to NHS DOS Follow the National Surge and Escalation SOP for Critical Care to access mutual aid within the network if required.
Shortfall of 15 hours per week funded for adult burns outpatient clinic.	<ul style="list-style-type: none"> Backfill provided by Adult Burns Clinical Nurse Specialist. Business case submitted and approved. Currently recruiting.

Service priorities for next year (2023/24)

Our main service priorities for next year are as follows:

- Implementation of new Burns Consultant rota.
- Secure additional two half-day theatre sessions for burns .
- Recruitment of Burns Clinic Nurse for 15 hrs Band 6 following successful business case.
- Submission of business case for additional Burns Dietetic cover to include outpatients.
- On-going nursing education to maintain staffing and skill mix.
- Development of an adult Outreach service (Nursing and Therapy).

Plymouth Burns Facility, Derriford Hospital, University Hospitals Plymouth NHS Trust

Ms Jolita Zakaraite, Consultant Plastic Surgeon & Service Lead

Overview

This year we admitted 156 new acute burn patients and saw 502 outpatients consisting of 334 adults and 168 paediatric patients face-to-face. An additional 585 patient referrals received a virtual assessment through our MDSAS tele-referral system. This enabled patients with very minor burn injuries to be treated locally by the referrer after receiving guidance from us.

Service Priorities/Plans during 2022-23

- ✔ To improve our scar management provision for burns patients and provide training opportunities for new Allied Health Professionals joining the team.
- ✔ To develop a Day Case Admission Unit for Plastic Surgery Theatres which can be used for burn injured patients.
- ✔ To address areas where our service is not compliant with the National Burn Care Standards, this includes to secure Clinical Psychology provision for burns patients and to develop an adult burns outreach service.
- ✔ To increase the number of paediatric elective lists from one and half sessions per week to three sessions.
- ✔ To reduce our iBID data entry backlog.

Key Highlights & Successes

- We were successful in starting a Burns follow-up scar management clinic for adults and children and by quarter two clinics were running well with no appointment backlog.
- We appointed two new Allied Health Professionals for Plastic Surgery and Burns amounting to 1.5 WTE of Occupational Therapy and Physiotherapy provision.
- We developed a separate Paediatric Trauma/Burns Acute clinic so that children would not be in the waiting area with adults.
- Our Paediatric Outreach Nurse continued to provide teaching sessions to Emergency Department and Minor Injury Unit staff across Devon and Cornwall, which has facilitated our confidence in referring service to manage minor burns with access to our specialist advice as required.
- A Continuing Medical Education (CME) Burns Study Day and Burns Simulator training was delivered to junior doctors and as part of the Plastic Surgery Teaching Series, we provided a 'Managing Burns' webinar for junior doctors.
- New members of the AHP team completed pressure garment teaching.
- We delivered an MDT poster presentation at the Bristol BBA Conference in 2022.
- In Q2 we were successful in securing a Day Case Admission Unit for the plastic surgery theatre unit. Building work started in January 2023.
- There continues to be good collaborative working with the Bristol and Swansea Burn Centres in respect of advice and guidance. In the best interest of the patients, some can be managed within our Facility through close working with colleagues in the Centres. This is much better for the patient to have family support around them. This has, on one occasion, included palliative care

(and as with all mortalities within the region was discussed at the annual morbidity and mortality meeting).

- We started an audit of the Burns tele-referral system in Q2 and have established virtual clinics in order to review MDSAS referrals that require advice only to the referrer.
- We recruited a new iBID administrator who completed their training in December 2022. Their priority was to enter a backlog of inpatient data into the patient registry.

Top 3 Risks/Issues

Risk/Issue	Mitigations
There is a long-standing issue that burn injured patients living in Devon and Cornwall do not have access to a Clinical Psychologist in relation to their burn injury.	Towards the latter part of the year we were able to access a Trust paediatric psychologist when required. Adult psychology was available as and when needed.
Workforce issues have led to a backlog of iBID data entry affecting consistency in reporting Burn Facility activity levels and quality indicators.	We were unable to mitigate for this. However, by the end of the year we had recruited a new iBID administrator.
There was an issue with lack of Occupational Therapy and Physiotherapy provision for scar management	We were unable to mitigate for this. However, by the end of the year we had recruited 1.5 WTE Occupational Therapist and Physiotherapist who started up a regular scar management clinic.
There were no regular paediatric theatre lists for burns reconstruction surgery.	The development of a separate Paediatric Trauma/Burns Acute clinic and a new day case admission unit has resolved this issue.

14. Network Clinical Director's summary

I would like to take this opportunity to thank my colleagues once more across the Network for their continued dedication and hard work. Whilst this Annual Report is certainly detailed, it really only details the highlights and significant events across the year. In reality, it is the day-to-day work undertaken by those unnamed in this document that is the cornerstone of patient care. It is our committed specialist workforce that delivers such high-quality patient experience and outcomes.

I would also like to acknowledge my colleagues in NHS England South West Direct Commissioning and for their contributions and oversight, in particular Donna Bowen, System Transformation Lead, and Kat Young, Head of Acute Transformation & Lead for Operational Delivery Networks. They continue to work closely with us to facilitate service and quality improvements.

Thorough evaluation of patient care is clearly demonstrated by the individual Burn Services' annual reviews. As a Network, we have encouraged and fostered transparency, and engendered a willingness to learn from each other via the Network Mortality and Morbidity reviews and study days. This activity is central to ongoing improvements in patient care.

In my opinion our Network remains an outstanding example of collaborative working. Our Network also continues to have an active role within the National Burn Network Group and we continue to contribute to the direction of burn care nationally.

Our work programme for 2023-2024 includes our ongoing support of all the Burn Services within our Network. Our work on burn prevention and health inequalities continues to contribute the national agendas.

I look forward to continuing to work with my Network colleagues and all those who have contributed to the work described in this Annual Report.

15. Glossary of abbreviations

Abbreviation	Meaning
AHP	Allied Health Professional
BBA	British Burn Association
BCS	Burn Care Standards
BIRT	Burns Incident Response Team
BRHC	Bristol Royal Hospital for Children
CHIP	Child Injury Prevention group
CPD	Continuing Professional Development
CRG	Clinical Reference Group
DNA	Did not attend
ED	Emergency Department
EMSB	Emergency Management of Severe Burns
EPRR	Emergency Preparedness, Resilience and Response
GIRFT	Getting it right first time
HDU	High Dependency Unit
HEE	Health Education England
iBID	International Burn Injury Database
ICB	Integrated Care Board
ICU	Intensive Care Unit
KPI	Key Performance Indicators
M&M	Morbidity & Mortality
MBCT	Mindfulness Based Cognitive Therapy
MBSR	Mindfulness Based Stress Reduction
MDSAS	Medical Data Solution & Services
MDT	Multidisciplinary Team
NBCG	National Burn Care Group
NBT	North Bristol NHS Trust
NHSE	NHS England
NHSE SW	NHS England South West

Abbreviation	Meaning
NMT	Network Management Tea
PDL	Pulsed Dye Laser
PICU	Paediatric Intensive Care
PIER	Paediatric Innovation, Education and Research Network
PREMs	Patient Reported Experience Measures
QI	Quality Improvement
QIPP	Quality Innovation Productivity and Prevention
RCA	Root Cause Analysis
SBUHB	Swansea Bay University Health Board
SIG	Specialist Interest Group
SIM	Simulation
SJS	Stevens-Johnson Syndrome
SOP	Standard Operating Procedure
SSQD	Specialised Services Quality Dashboard
SUI	Serious Untoward Incident
SWBCN	South West Burn Care Operational Delivery Network
TBSA	Total Body Surface Area
TEN	Toxic Epidermal Necrolysis
TRiM	Trauma Risk in Management
UHBW	University Hospitals Bristol and Weston NHS Foundation Trust
UWE	University of the West of England
VR	Virtual Reality
WHSSC	Welsh Healthcare Specialised Services Committee
WTE	Whole Time Equivalent