

LONDON & SOUTH EAST OF ENGLAND BURN NETWORK

End of Year
Report
2019 – 2020



Audience

This document is intended as an information resource for senior managers and clinicians in the following NHS organisations within the LSEBN area:

- NHS Hospital Trusts providing specialised burn care
- Major Trauma Centres
- Ambulance Services
- Helicopter Emergency Services (HEMS)
- Operational Delivery Networks for Adult & Paediatric Critical Care
- Chelsea & Westminster Hospital (host of the LSEBN)
- Members of the LSEBN Network Team
- NHS England Regional Offices (London, East of England and South East)

Additionally, the document is intended for:

- Other Specialised Burns Operational Delivery Networks in England and Wales
- COBIS (Specialised Burn care in Scotland)
- Major Trauma Clinical Reference Group

The document will also provide an information resource for the following non-NHS Organisations:

- Changing Faces
- Dan's Fund for Burns
- Katie Piper Foundation
- Children's Accident Prevention Trust
- The Scar Free Foundation

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The London and South East of England Burn Operational Delivery Network (LSEBN)

The LSEBN is one of four operational delivery networks (ODNs) for specialised burn care in England and Wales. During 2019-2020 we had over 9,000 new referrals, of which around 200 cases were for a burn injury larger than 10% of the body surface area.

Of these, over 20 cases involved large burn injuries, requiring intensive care in one of our burn centres.

Vision and purpose

The aim of the LSEBN is to optimise the provision of care for burn injured patients as defined in the manual for prescribed services and the Service Specification for Specialised Burn Care by ensuring that all patients that require specialist burn care have access to the right level of burn care at the right time and in the right service.

Focus

The key objectives for the LSEBN are to:

- Ensure effective and resilient clinical flows through the provider system through clinical collaboration for networked provision of services.
- Take a whole system collaborative provision approach to ensuring the delivery of safe and effective services across the patient pathway, adding value for all its stakeholders.
- Improve cross-organisational multi-professional clinical engagement to improve pathways of care.

Background

The LSEBN has been operating as a managed clinical network since early 2008. Until April 2013, the network was managed and supported by the London Specialised Commissioning Group.

Challenges

As with many specialised services, burn care for people with complex injuries is a high cost and low volume service. Improving access to high quality care is a priority for the ODN.

Geography

The LSEBN covers a large geographical area and a population of around 21m people. Our network covers all of London and the East of England, Kent Surrey and Sussex, and the Thames Valley. Our network geography includes three NHS England Regions and we have four NHS England Teams commissioning specialised burn care services.

There are five, recognised or designated hospitals for specialised burns in the network:

- **Chelsea & Westminster Hospital, London**
- **St Andrews Broomfield Hospital, Chelmsford**
- **Queen Victoria Hospital, East Grinstead**
- **Stoke Mandeville Hospital, Aylesbury**
- **John Radcliffe Hospital, Oxford**

Work is underway to develop a new burns facility in East London and progress will be reported next year.



ODN Chair and Clinical Director's introduction

In 2015, the LSEBN agreed that the Network Clinical Lead of the ODN would also act as Chair of the ODN Board. The ODN Chair is accountable to the Chief Executive Officer of the Chelsea & Westminster Hospital, as host of the ODN.

For 2019-2020, the Co-Clinical Leads and Co-Chairs for the ODN were Mr Jorge Leon-Villapalos and Miss Alexandra Murray.

It has been a pleasure and a privilege to work as the Clinical Lead of the London and South East Burns Network for 2019-2020. First, I'd like to pay homage to my Co-Chair Alexandra Murray and to Peter Siggers, manager of the Network, for their continuous support, hard work and for contributing to make the LSEBN a model for organizational structure, a hub for governance and a pioneer for initiatives that benefit burn patients through mutual aid and support.

The organizational structure of the LSEBN and its expertise and leadership led to a number of discussions with NHS decision-making forums to analyse the potential impact in Burn Care within our catchment area of the possible change of relations with our European colleagues in a new landscape. There were also thorough round-table conversations regarding the potential of a reconfiguration in the current model of care within the network; specifically debating the possibility of integration of Burn expertise into complex trauma-management centres.

The governance filters of the network continued working satisfactorily along this year through regular multidisciplinary meetings well attended and supported, with changes and vacancies in the leadership of some of our subspecialties successfully appointed and with the network actively participating in National audit and mortality reporting forums.

It is worth highlighting the pioneering role of the network in national initiatives such as the participation in establishing the training program and competencies of the Burns Immediate Response teams. Ultimately, the spirit of mutual aid imprinted in the core of the LSEBN helped in ensuring burn staff and resources contributed actively to a national burns plan to safeguard patient care in times of crisis.

The LSEBN continued collaborating actively with a number of national forums such as BBA, BAPRAS and GIRFT, and ultimately delivering first-class, patient-centred multidisciplinary burn care to our community and beyond.

*Jorge Leon-Villapalos MBBS MSc Dipl IC FRCS (Plast)
Consultant in Plastic Surgery and Burns
Clinical Lead Burns Service
Chelsea and Westminster Healthcare NHS Fdn Trust*



Chelsea & Westminster Hospital

The LSEBN is hosted by Chelsea & Westminster Hospital NHS Foundation Trust. The host Trust is responsible for the effective functioning of the network working in conjunction with the lead commissioner from NHS England.

This year has been another busy and successful year for the LSEBN team. This annual report highlights some of the work undertaken within the network over the last 12 months and as in previous years, all of the work projects have been aimed at maintaining and improving access, standards of care and outcomes for patients and their families.

During 2019-2020, the LSEBN team moved forwards with work on the new burn care standards, by establishing the national template for service and network self-assessment. The new burn care standards clarify those aspects of care that are essential to good outcomes and the self-assessment process helps identify gaps and areas that require improvement.

I was pleased to learn that work on the national burns mass casualty and major incident planning document had been completed. This is a very valuable piece of work, and now needs to be integrated into the service, hospital and NHS regional plans for major and mass casualty incidents.

The LSEBN continues to play an important role in the day-to-day and strategic challenges faced by burn care services and I wish the network well for the current year.

Gareth Teakle,
*Divisional Director of Operations Planned Care
Chelsea & Westminster Healthcare NHS Foundation Trust*

NHS England London Region

The London and South East Burns Network (LSEBN) continues to encompass the true vision for a networked approach to care. Their dedication and commitment to driving forward best practice through a collaborative approach and willingness to put in the hard work to deliver change is commendable.

This annual report identifies key achievements over the last year including new burn care standards and the national template for self-assessment. This is vital to support improvement in patient outcomes and reduce unwarranted variation in care. The publication of the Burns Annex to the NHS England Mass Casualty Concept of Operations is a fantastic achievement involving incredibly hard work. This is a very valuable piece of work to ensure preparedness for mass casualty events. The response to the risk identified for children suffering from smoke inhalation injury has been a true cross-network response demonstrating how good effective collaboration can work in action to benefit patients

The work described above and throughout this report shows the LSEBN taking a leading role in shaping both regional and national level planning and truly contributing to patient outcomes and safety. It is an absolute pleasure to work together with the LSEBN team.

Kathy Brennan
Senior Clinical Network Lead, NHS England (London)

Lisa Williams – Psychosocial Lead

“I qualified as a Clinical Psychologist in 1995 and originally worked in HIV and sexual health. I started the adult burns psychology service at Chelsea & Westminster in 2006 on a 3-year post funded by Dan’s Fund for Burns. NHS commissioners now provide funding, and the service now has four psychology staff working across the adult and paediatric burns service. My specialties are trauma, PTSD, peer support and appearance concerns”.



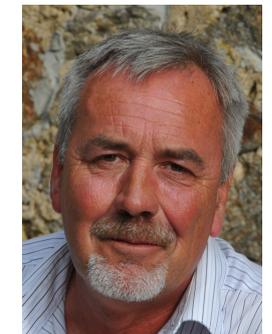
Rachel Wiltshire – Lead Therapist

“For the last 10 years I have held a Senior Physiotherapist role with responsibilities for team leadership across all aspects of Burn Therapy from critical care to outpatient settings with both adults and children. I have also been a Steward for the Chartered Society of Physiotherapy since 2004. In addition to my professional work I volunteer for local charities working with children and their families. In my leisure time I enjoy spending time with my own young family and keeping fit”.

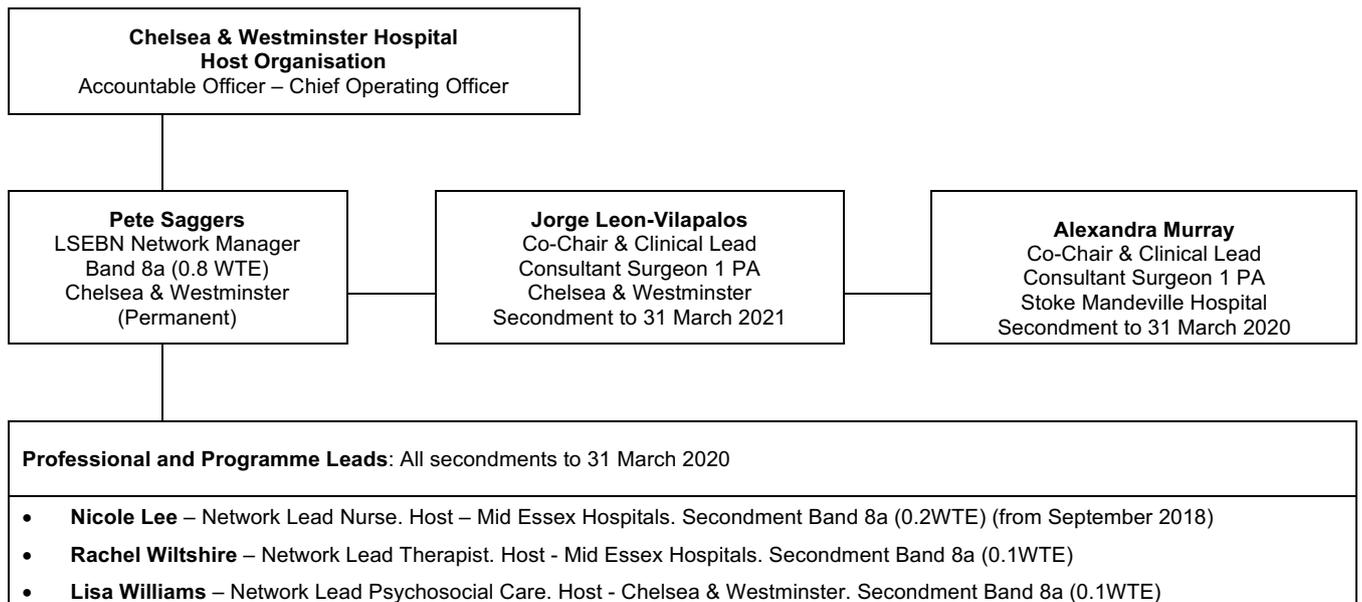


Pete Sagers – LSEBN Network Manager

“I joined the NHS in the 1970’s and after working in a number of service and commissioning posts, was Director of Specialised Commissioning in the East of England until 2007. I’ve had the pleasure of working with the burn’s community since 2001 and have been extensively involved in the many national initiatives for burn care. I currently lead the National Burns ODN Group, and outside of work and family, I like to spend time in our garden and read”.



LSEBN Organisational Structure 2019-2020



Network Priorities and Work Programme 2019-2020

The LSEBN ODN Board agrees a work programme each year, including issues related to clinical and organisational governance, and service and quality improvements, led by the network professional leads.

Clinical and Organisational Governance

Audit

The LSEBN holds two mortality and morbidity (M&M) audits each year, at the network summer and winter MDT meetings. No cases were identified for further comment or action. Additionally, the LSEBN co-hosted the fourth National Burns Mortality Audit meeting, in July 2019. This year, the meeting included participation from the services in Northern Ireland and the Republic of Ireland. Professor Peter Vogt, Director of the Department of Plastic, Aesthetic, Hand and Reconstructive Surgery of the Hannover Medical School, chaired the meeting. Clinicians attending the meeting agreed that this 2019 audit event had again been an overwhelming success. A number of common themes, highlighted in the Chairs report, emerged from the meeting, including:

- Secure airways/ techniques of tracheostomy;
- Discharge and referral quality;
- Incidental non-bacterial infection, and;
- Inhalation trauma and Extracorporeal lung support

It was agreed that the audit process and methodology should again be refined for future years. The LSEBN will continue to support the audit in 2020.

Emergency Preparedness

During 2019, there has been a continued focus on emergency preparedness and resilience. The LSEBN worked within a small T&F Group to finalise the production of a Burns Annex to the NHS England Mass Casualty Concept of Operations document.

The final Annex documentation was approved by the CRGs for Trauma and EPRR in December 2019 and published on the NHSE Website in October 2020.

Burn Care Standards

The LSEBN led the national work on developing a revised set of burn care standards. Working alongside the British Burns Association (BBA), and running for more than 15 months, this programme of work successfully concluded in November 2018, with the publication of the BBA Standards and Outcomes report. In 2019, the ODN conducted a process for Self-Assessment, with services and the ODN reviewing their levels of compliance, against the burn care standards

Smoke Inhalation Injuries

Following an issue raised by the London Ambulance Service, the ODN has worked on agreeing changes to the triage pathway for patients with an airway / inhalation injury but without a skin burn injury. Through collaboration with Paediatric, Adult critical care, Major Trauma networks and ambulance services, it is has been agreed that in future, children will be transferred to a major trauma service, with an age-appropriate intensive care unit. This pathway reduces risk and prevents unnecessary secondary transfers of critically ill children.

London and South East Strategic Review

In response to a number of configurations, derogations and compliance issues, and the Strategic Vision Statement written by the ODN in December 2017, NHSE London announced in November 2018 that they were planning to undertake a strategic review of specialised burn care.

A series of meetings were held in early 2019 and an initial report, scoping the issues and developed as a “discussion” document was prepared. This report is being considered by NHSE London. It is noted that the Trauma CRG review of the paediatric burn’s specification will have a significant bearing on this workstream.

Service and quality improvements: LSEBN Senior Nurse Forum

The LSEBN Senior Nursing Forum (SNF) is comprised of experienced senior nurses and Burn Care Advisors with a passionate outlook to improve patient's experience of burn care before, during and after their contact with a specialist burn service.

Our work plan for 2019-2020 initially focused on four topics:

Documentation guidelines and policies The SNF will revise the nursing competencies, in line with compliance with the BBA Burn Care Standards and Outcomes.

CC3N competencies completed, published and released:

Specialist burn competencies -

https://www.cc3n.org.uk/uploads/9/8/4/2/98425184/burns_comps_single_pages.pdf

Advanced burns competencies -

https://www.cc3n.org.uk/uploads/9/8/4/2/98425184/adv_burns_comps_2.pdf

Nurse Education To develop a new Burn Care module within the LSEBN for easier access to training across the whole network.

- *Nursing Course – audit 2019 completed showing need across all LSEBN*
- *Tender process universities London – QMUL uptake - work on module commenced joint St Andrews and CW with online view – 2020 pandemic hit university dropped all new courses*
- *Module tender process to wider university field across the LSEBN area*
- *2020 Following multiple university interest covid stopping new business and looking at what was needed for the module University of East Anglia (UEA) interest and bid made*
- *LSEBN funding agreed and host trust for the LSEBN established*
- *Awaiting university start dates to be able to share with the teams UEA panel sitting May 2021.*

Drugs and Dressings Nexobrid: Product training event, including and evaluation (audit of outcomes)

- *Following review and request of data CW, St Andrews and Queen Victoria all individually doctor led published there Nexobrid data.*
- *Nurse led Nexobrid delivery was established 2019 CW and QVH*
- *ST Andrews and SM unable to establish*
- *2019 Review of process and requests to share not achieved by QVH*
- *2020 pandemic stopped all*
- *2021 – post covid recovery QVH hosting nurse led Nexobrid teaching and placements open to all LSEBN to share nurse led Nexobrid dates TBC*
- *Once implementation established plan to audit in the LSEBN Nursing forum*

Drugs and Dressings Dressing pathway: Develop a network-wide Face Care protocol for smokers.

- *Project completed and published on LSEBN website.*

Nicole Lee
LSEBN Network Lead Nurse
Senior Sister / Clinical Facilitator Burns ICU
St Andrews Centre, Broomfield Hospital



Working in partnership

This year, the LSEBN has worked on two national projects, in partnership with other burn ODNs and NHS England / Improvement.

National Partnerships

The LSEBN is one of four specialised burn care Operational Delivery Networks covering all of England and Wales, and collaborative working is an essential part of our work. We have established a national group, bringing together the four network clinical leads, network managers and NHS England to support and coordinate nationally significant issues.

The National Burns ODN Group (NBODNG) group allows clinicians and managers to share information, knowledge, challenges and successes to ensure effective Operational Delivery Network form and function, including the development of consistent provider guidance and improved service standards, ensuring a consistent patient and family experience.

The NBODNG plays an important role in a national work programme, in key areas that require a nationally consistent approach across all burns ODNs, including:

- Clinical governance and audit;
- Quality assurance, through self-assessment and peer-review;
- Emergency Preparedness (EPRR)
- Information and intelligence.

EPRR and Mass Casualty Incidents

A focus on planning for major and mass casualty incidents has been a priority since the inception of the burn networks. As far back as preparing for the 2012 Olympic games, the burn networks have been working collaboratively on this issue, with a number of documents and exercises. When NHS England published the Concept of operations for the management of mass casualties, it became apparent that the arrangements for burn care would need to be described in a different way. The main ConOps document provides details of NHS England’s arrangements for the response to a mass casualty incident and the requirements of organisations that may support the NHS response. Many of the actions necessary from burn services are different in scale and operation and it was agreed by the NHSE National EPRR team, that a specialised burns Annex to ConOps would be developed.

Early in the work of the T&F Group established to take the work forward, it became clear that a network approach to planning for a major or mass casualty incident was not optimal. No matter what the scale of a burns “major incident”, it was likely that a national response would be necessary.

As a result, it was agreed that the Annex would act as the new National Burns Major Incident Plan.

The Annex includes all of the operational necessities of a stand-alone plan, including activation phases, escalation plan and action cards for all of the key stakeholders, including the National Burns Bed Bureau.

Simultaneously with the work on the Annex, a small group also looked at reviewing the SOP for Surge and Escalation. It became apparent that a small number of changes to the SOP would be necessary, to ensure that the SOP was coterminous in terminology and process, with the Annex.

Both of these work streams were successfully concluded in late 2019. The Major Trauma and Burns CRG approved both documents in December 2019. EPRR CRG approved them a month later.



Forward into 2020-2021

Our Annual Report normally includes a section, looking ahead into the new year and our work plans, moving forwards. However, towards the end of 2019-2020, the World Health Organisation announced the emergence of the Coronavirus, Covid-19 and a global pandemic was declared.

In March 2020, members of the network team attended a Pan-London conference on specialised services, and it became apparent that developing plans, in response to the pandemic, would dominate the work plan for 2020.

Beyond the pandemic, the key issues and priorities for the network remain largely unchanged:

National Issues:

- Emergency preparedness for major or mass casualty incidents.
- Developing the Burns Incident Response Teams (BIRTs).
- Managing surge and escalation in referrals and activity.
- Improving the reporting mechanism, through the National Burns Bed Bureau and NHS Pathways DOS.
- Working with NHS National and Regional Commissioners, on a number of strategic issues, including the specialised burn care commissioning specifications and the Burns Quality Dashboard.
- Working with other networks on the Burns Rehabilitation Prescription and PREMS / PROMS.

Network Issues:

- Ensuring integration between the national EPRR Burns Annex and hospital / service major incident plans.
- Burn Care Standards and Outcomes
- Self-Assessment and Peer-review.
- Training and education initiatives.
- Competencies for therapy staff

Some of this work has linked into the governance arrangements for burns, during the pandemic period, and work has continued through 2020. However, a number of issues were put “on hold” and it is likely that all of the topic areas mentioned above, will be included in our network work plan for 2021-22.

Annex 1

LSEBN Service Activity 2019-2020

Total number of all new first referrals to the burn's services. Categorized by burns severity (TBSA – Total Body Surface Area).

Note:

This overview is intended to indicate the total number of new patients treated by each burn service, and includes all adult and paediatric activities, for both inpatient and outpatient care. Activity data shown below was provided for the National Burns Mortality Audit meeting, October 2020.

	St Andrews Broomfield Hospital	Queen Victoria Hospital	Chelsea & Westminster Hospital	Stoke Mandeville Hospital	Oxford John Radcliffe**
TBSA% Burn Injury <10%	1000	1366	2489	658	81
TBSA% ≥10% to <40%	43	15	41	16	1
TBSA% ≥40%	13	0	7	0	0
Total all Adult Referrals	1056	1381	2537	674	82
TBSA% Burn Injury <10%	927	834	1240	480	31
TBSA% ≥10% to <30%	24	3	13	7	1
TBSA% ≥30%	2	0	0	0	0
Total all Paediatric Referrals	953	837	1253	487	32

TOTAL ALL REFERRALS	2009	2218	3790	1161	114
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Non-Burns SJS / TENS	3	0	0	1	0
Other Non-Burns Skin Loss*	11	0	0	4	0

*Staphylococcal Scalded Skin Syndrome (SSSS) etc.

**Oxford activity figures relate to the 12 month period June 2019 to June 2020



Acknowledgements:

This network report has been prepared by members of the LSEBN ODN Team. We are grateful to NHS England (London) for providing the template for the report and to all clinical and management members of the five burns services for making contributions to the content.

Further information about the network, and our work, is available on the LSEBN website www.LSEBN.nhs.uk

