

Implementation of the *Facing the Future: Standards for Acute General Paediatric Services*

This revision of the *Facing the Future: Standards for Acute General Paediatric Services* marks a move towards ensuring that paediatrics is a 24 hours a day, seven days a week specialty and that services are organised around the child with quick access to an expert opinion.

The RCPCH accepts that implementation of the standards will necessitate a greater degree of consultant presence than has been the case but believes that these standards will bring a level of consistency to what is currently quite a variable pattern of practice. The RCPCH believes that the direction of travel (over the next five years) is to implement 12 hour consultant presence, seven days a week.

These standards should complement a clinical director's assessment of the needs of their service. We want to support and prompt conversations with units that do not meet the standards and to facilitate discussions between neighbouring units on how the standards might be met by working as a bigger team in network configurations. Further consideration about how the standards can be applied to small and remote paediatric units is available on the [RCPCH website](#).

To deliver the revised standards it is clear from the response to the consultation exercise that the number of general acute consultants needs to increase. The standards cannot be met across the UK with the current workforce and the current number of inpatient units and the five key interlocking messages in the original *Facing the Future* report are even more crucial with these revisions:

1. Reduce the number of inpatient sites
2. Increase the number of consultants
3. Expand significantly the number of registered children's nurses
4. Expand the number of GPs trained in paediatrics
5. Decrease the number of paediatric trainees

Further consideration of the workforce needed to deliver the revised standards is available on the [RCPCH website](#).

The RCPCH continues to call for a concentration of inpatient services on fewer sites, where it is clinically safe to do so, and for an increase in consultant numbers. The RCPCH has also been actively supporting the Royal College of General Practitioners' proposals to extend GP training to accommodate greater exposure to paediatrics and children's health.

The standards should be considered together with the [Facing the Future: Together for Child Health](#) standards which aim to reduce the number of children attending emergency departments and the number of emergency admissions to hospital.

The RCPCH cannot implement these standards alone and will require support and agreement from other NHS organisations. This plan sets out how the RCPCH will implement the standards by:

- Supporting and equipping members with the information and skills to influence at a local level
- Supporting services to implement the standards
- Encouraging services to work together in regional networks to implement the standards
- Continuing discussions and negotiation between the RCPCH and key stakeholders at a national policy level

Implementation plan

1. Local level: Supporting and equipping RCPCH members with the information and skills to influence at a local level

Ensuring RCPCH members are aware of the revised standards	Bespoke communication plan: A bespoke communications plan to ensure that members are aware of the revised standards.
Supporting and equipping RCPCH members to influence at the local level	RCPCH Council Regional Representatives: Advocacy role for Council Regional Representatives .
	Quality Improvement and Patient Safety Programme: The RCPCH Quality Improvement and Patient Safety (QIPS) programme has been developed to improve paediatric health services and the quality of care delivered to children and young people. The primary objective is to educate those working in paediatrics in how to practice and encourage QIPS.
	Education courses: Future courses and educational provision are under consideration on clinical leadership, change management and strategic planning and oversight.
Providing a forum for discussion	Paediatrician's Handbook: The Paediatrician's Handbook is a free resource available to all members on the RCPCH website. It brings together information, guidance and advice on many important issues that govern a paediatrician's working life. It complements British Medical Association, NHS Employers and General Medical Council guidance with a specific focus on: children's services, working practices, on-call duties, job descriptions of paediatricians, workload, education and professional development.
	Annual Clinical Leads day: The RCPCH Paediatricians in Medical Management (PiMM) Committee organises an annual event for clinical leaders. These are interactive workshops towards linking national policy to local activity, an overview of new evidence, standards and research and identifying outcomes to influence commissioning. For example, ' Managing Change - Reconfiguration for Improvement ' in February 2014 and 'Making Improvement Happen' in December 2014.
	Annual conference: The PiMM Committee also organises an event at the RCPCH annual conference to provide members with an overview of and a forum to discuss recent developments in health policy and clinical management issues.

2. Service level: Supporting services to implement the standards

Sharing good practice	Reconfiguration position statement: The RCPCH has published a position statement on the reconfiguration of children's health services. The statement sets out the drivers for change, considers the barriers to change and sets out the RCPCH's key principles for reconfiguration.
	Paediatric Care Online: The RCPCH has been commissioned by the Department of Health to deliver an innovative programme, Paediatric Care Online , to provide an online resource to support and enhance the delivery of paediatric care by health professionals in the UK.
	Development of guidance and examples: Sample rotas and job planning tools to be developed and shared via the RCPCH

	website.
Benchmarking service provision	Workforce implications: Modelling of the implications of the revised standards on the paediatric workforce.
	Audit of the standards: Audit of the revised standards across the UK by RCPCH in 2016/17.
	Outcome measures: The RCPCH is developing a set of five to ten outcome measures for acute paediatric services which are relevant to patients and carers, to clinicians and to service planners and commissioners.
	Invited Reviews Service: The RCPCH's Invited Reviews Service aims to support healthcare organisations and clinical teams to resolve concerns or benchmark service provision, including safety, training, compliance with standards and proposals for reconfiguration, expansion or service design. Through the provision of experienced reviewers and in-depth knowledge of standards and service models, the Reviews can help employers, commissioners and managers work with clinical colleagues towards designing sustainable services that provide improved outcomes for children and compliant, effective working arrangements for clinicians.
Optimising training experience with increased consultant presence	<p>Educational strategies to support the development of decision making skills: The consultation raised some concerns that one potential unintended effect of increased consultant presence would be a disempowering of trainees around decision making, particularly those at Level 3. This was felt, particularly by the trainees, not to be inevitable. Many potential benefits were identified, including increased opportunities for direct consultant supervision of working practices and for work place based assessments (WPBA). The RCPCH Trainee Committee wishes to ensure that trainers are aware of the need to be mindful of the potential effects of increased consultant presence and to encourage the development of specific strategies to counteract these problems. For example:</p> <ul style="list-style-type: none"> - Level 2-3 trainees take the role of “Co-ordinator” during a shift. Whilst the Consultant is present, the "Co-ordinator" actually runs the department, making the decisions for that shift. The Consultant is available to support but only if needed (rather than the nursing staff/juniors going straight to the consultant). - Trainees run the ward round initially and then take the consultant around afterwards. This encourages trainees to develop management plans for each child, with a provisional plan documented. This could be done on a set day and designated as a teaching round. The Consultant could hold the middle grade bleep during this ward round to give the trainee an uninterrupted period during which to perform the round. - Ward rounds should have at least one trainee led consultation with immediate formative feedback by the consultant on the trainee’s performance. - Each day the consultant should aim to complete a WPBA on one trainee during the ward round. - At the end of each ward round trainees should be given the opportunity to discuss reasons behind decisions made by the Consultant. - “Role reversal” – where the Registrar and Consultant switch roles.

3. Regional level: Encouraging services to work together in regional networks to implement the standards

Supporting the development of networks	Bringing Networks to Life: Bringing Networks to Life provides advice, checklists and examples to aid clinicians in developing and maintaining networks to provide services across a large geographical area.
	High Dependency Care for Children – Time to Move On: High Dependency Care for Children – Time to Move On provides a set of recommendations to improve the care of the critically ill child. It focuses on the journey of the child through a critical care pathway and how the different elements of the pathway can be delivered across a paediatric critical care operational delivery network.
Training and supporting educators	Effective Educational Supervision Programme: The Effective Educational Supervision Programme run by the College specifically targets paediatric trainees, SAS doctors and consultants, to ensure that all educational supervisors who work with junior doctors and medical students receive training in educational supervision.
	Paediatric Educators’ Programme: The Paediatric Educators’ Programme aims to equip paediatricians with the knowledge and skills required to deliver high quality training and education to healthcare professionals in paediatrics and child health.

4. National level: Continuing discussions and negotiation between the RCPCH and key stakeholders at a national policy level (influencing the influencers)

Engaging and influencing key external stakeholders	Launch and associated publicity: Raise the profile of the revised standards through comment pieces and interviews in key trade press and by attending key events.
	Individual meetings with key stakeholders across the four nations: A targeted approach and dialogue with identified key stakeholders across the four nations. For example, the College is already working with the Children and Young People’s Health Outcomes Forum, a key external stakeholder, to raise the profile and support implementation of both <i>Facing the Future: Standards for Acute General Paediatric Services</i> and <i>Facing the Future: Together for Child Health</i> . For example, RCPCH has worked closely with the Care Quality Commission (CQC) in England in the development of their acute and community inspection methodology. All reviewers are aware of the <i>Facing the Future</i> standards. In preparing its data pack in advance of inspections CQC has been asked to request from trusts their individual compliance report from the <i>Back to Facing the Future</i> audit as RCPCH cannot share the data directly under the terms of its collection. Information about compliance informs the judgement and the practical feedback from the expert inspectors ensures that the judgements are appropriate for context and not simply numerically based.
Ensuring children and young people and their parents and carers know the quality of care they can expect	Children and young people’s version of the standards: Development of a children and young people’s version of the standards (what patients should expect when admitted to paediatric services) led by the RCPCH’s network of children and parents and carers and working in partnership with other lead stakeholders within the NHS across the UK, with the third sector and patient/parent groups.