

The Purpose and Benefits of the EMCHN

Dr Aidan Bolger
EMCHN Clinical Director



East Midlands
Congenital Heart Network



What Operational Delivery Network Do?

- An Operational Delivery Network (ODN) is a way to bring different parties (clinicians, providers, commissioners and patients) together to realise change across a complex system of care.
- ODNs will ensure outcomes and quality standards are improved and evidence based networked patient pathways are agreed.
- They focus on supporting the activity of Provider Hospitals/Trusts in service delivery, improvement and delivery of a commissioned pathway, with a key focus on the quality and equity of access to service provision.
- Allow for a more local determination, innovation and efficiency across a pathway.
- ODNs should support the delivery of 'Right Care' principles by incentivising a system to manage the right patient in the right place.



East Midlands Congenital Heart Network

The East Midlands Congenital Heart Network role and function is to enable and support a collaborative and seamless approach to congenital heart disease patient care across the East Midlands, ensuring that the services delivered are of a high quality and that provision is equitable across the region



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What can we achieve as a Network?

- The best possible patient care and experience
- Better access to services and improved outcomes
- Multidisciplinary approach
- Shared learning and developing skill set



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2022/2023 Network Programme of Work

Stacey Taylor
EMCHN Network Manager



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<u>Objective</u>	<u>Driver or Link to regional / national priority</u>	<u>Deliverable</u>	<u>Key actions</u>	<u>Benefit</u>	<u>Key measurement of success (SMART)</u>
To provide strategic direction for CHD care across the East Midlands	Regional Priority	To ensure that the Network Operational Board is a vehicle used to support, develop and make required changes across the Network	Continue to work with stakeholders across the Network to promote consistent engagement and attendance at the Network Operational Board Meetings	All stakeholders are present to inform change and support progress and development across the Network	Increased and consistent attendance at Operational Board
		Standardised Service Level Agreements and MOU in place for each Network Trust committing to work with the Network Lead centre to meet the standards, develop workforce and identify service risks and equipment issues	Integrate new SLA and MOU in to 22/23 contract round	High level and standardised Network agreement to ensure optimal delivery of patient care	Signed and agreed MOU returned from Network Providers
		Identify and build relationships across the region to develop appropriate service pathways and additional shared care models	Revisit discussions with Northampton, Warwick and Burton	Appropriate pathway approach for patients to receive care closer to home	SLA and Pathway discussions in progress for delivery 22/23
		Identify the necessary ICS links needed and the ongoing relationships established through specialised commissioning	To understand how to meaningfully engage with ICS and the Network development programme	Enablement of strategic oversight and system-wide thinking to be considered across the Network	Named links established and working arrangements integrated into the Network approach



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To demonstrate the value of the Network and its activities	National Priority	Plan annual expenditure, with monthly review of finances with host provider	Ensure full utilisation of Network provision within the agreed Network envelope of funding	Access to additional Network resource. Ability to fulfill Network aims and function. Improve compliance with Network Standards.	Value for money framework. Show accountability. Stay in agreed budget
		Ensure that the Network programme of work is driven by outcomes and benefits	Alignment of key objectives within developed project plans	Focused approach to Network activities	Objective delivery
		Ensure the deliverables of the Network are shared and accessible to all stakeholders	Develop 21/22 Annual report outlining key developments and activities of last financial year	Wide-reaching and consistent communications with all Network stakeholders	Published annual report
To be a central point of information and communication for Network stakeholders	Regional driver	Creation of bi-yearly Network newsletter	Produce newsletter template and ongoing schedule. Consider how other 'feeds' contribute	Additional media for engagement across Network providers	Newsletter production with inclusivity across all level1/3 providers
		Maintain Network website and social media presence, ensuring all elements are kept up to date and informative	Regularly review key elements of the website and actively source useful twitter content	Accessible information and communication portal	Well established social media following with positive interactions and feedback
		Web-based document library accessible to all Network clinicians	Publish all clinical guidance and referral pathways on EMCHN website and promote/ monitor compliance	Standardised approach to patient care through agreed Network policies and guidelines	Ongoing document and compliance review



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To monitor and drive improvements in quality of care	National Priority	Individual self or supported assessment of services and site visit reviews	Complete a full CHD standards of care review across each Network Centre	Clear understanding to support the development/delivery of the standards. Ensure high quality evidence based care	Service level review completion with agreed action plans post review
	Regional Priority	Phased development of Network data quality dashboard	Continue the development work to create Network data quality dashboard to demonstrate equity of care across the Network (eg. waiting times for outpatients, time from referral to surgery, implementation of risk and incident reporting process sharing learnings through Board meetings and other required governance)	Data intelligence to support overall Network capacity and demand pressures	Established data submission contacts
		Utilisation of Network risk register		Oversight, management or mitigation of specific risks or issues which impact across the Network	Live register with set submission criteria and management protocol
		Provide review, standardisation and implementation of policies, pathways and guidelines	To work with CPG group to define and deliver a management and review process	Standardised approach to patient care through agreed Network policy and guidelines	Ongoing document and compliance review



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To support the delivery of equitable, timely access for patients	National Priority	To have oversight and support the management of patient-flow within the Network	Support Network centres that require additional capacity	Equity of access to services across the Network, which are delivered in line with national guidance	Consistent data returns and completion of backlog reviews
	Regional Priority	Develop a Network wide understanding of ACHD capacity and demand	Work with PHE to scope and develop a project to capture ACHD capacity and demand	Network driven data to make informative decisions on future services	Understanding of ongoing service need and workforce
To support the education, training and development of the workforce within the Network	Regional Priority	Develop and agree a Network Educational strategy for the Network with required needs analysis tool	Establish training and education needs for all clinical professionals	Training programmes will be clearly aligned to the needs of the clinicians and patients in the Network	Network-wide strategy agreed and signed off by Operational board with agreed timelines for needs analysis to be completed
		Comprehensive training offered, available across all clinical workforce	Utilise the training needs analysis to inform the developed training offered, and fill required places	Maintaining and upskilling staff groups to support the delivery of high quality patient care.	Positive evaluation and key learning objectives supported.
To support improvements in patient and family experience	National Priority	Identify opportunities and forums to incorporate patient and family voice	Develop PPI strategy which includes representation on the Network Operational board and patient and stakeholders engagement sessions.	The strategy will ensure that all aspects of stakeholder engagement are considered, with multi feed-in options available to meet the needs of a diverse stakeholder group	Defined strategy and action plan
	Regional Priority	Virtual access to patient information	Utilise the EMCHN website as a single resource to provide patient information	Accessible and multifunctional resource to ensure consistent information is available	Multiple resources and signposting available on Network website



Network Quality Data Dashboard

Stacey Taylor
EMCHN Network Manager



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Network Data



Why is collecting data important?



How does it benefit the service and service users?



What data should we collect?



How do we ensure a consistent data return?



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Public and Patient Engagement

Eileen Peasgood
EMCHN Lead Nurse



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Patient Involvement

Patient involvement is very important to East Midlands Congenital Heart Network. We exist to care for our patients and their families and carers. This can be supported by having a number of Patient and Family Representatives.

The role exists to ensure that the views of patients, carers and families are taken into consideration when developing services, making decisions or undertaking activities. This will help facilitate the 'patient voice or views' being heard and acted upon throughout the Network.



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EMCHN – Programme of Work

Deliverable

Identify opportunities and forums to incorporate patient voice

Key Action

Develop PPI strategy which includes, representation on the network operation board and patient and stakeholders engagement sessions

Benefit

The strategy will ensure that the all aspect of engagement and stakeholders are considered. With multi feed in options available to meet the needs of a diverse stakeholder group



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Benefits of Patient Engagement

- ♥ Patient and family engagement improves multiple aspects of hospital performance, including **quality, safety, financial performance, patient experiences of care, patient outcomes and patient satisfaction.**
- ♥ Together, the multiple individual benefits of patient and family engagement lead to improved hospital performance.



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Role of Patient Representative

♥ The role of the patient representative is to represent the views and experiences of patients & parents. The patient and public voice is vital in helping to improve the care that is provided across the East Midlands Congenital Heart Disease Network.

♥ We would welcome people from a diverse background to help the EMCH Network reach all members of our community with information about congenital heart disease.



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Role of Patient Representative

The role of the member can vary according to the objectives of the Network and your own skills and availability.

Patient representatives may be asked to:-

- Be a member of the Network Board
- talk at a meeting to help other people (both public and professionals) to understand what it is really like to be a patient or parent in the service
- meet with other patient representatives to discuss a particular topic
- get involved in a project or visit hospitals in the Network to audit their facilities.
- give feedback on the development of information and resources

We welcome ideas from patient representatives about important changes to the services. They may have ideas about projects that would be useful to do.



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How do we envisage patient engagement to work within EMCHN

- ♥ We need to recruit patients and families to involve from within EMCHN.
- ♥ Patient/Parent representative will be invited to Network Operations board meetings (quarterly). We would expect one patient representative to attend each meeting.
- ♥ Involved in Project work eg leaflet design,
- ♥ Project work will be a combination of virtual and face to face work.



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Considerations

- Agree Role and Purpose of Patient Representative Group
- Strategy document to include recruitment, and communication , frequency of meetings, level of engagement, role description,
- Ensure equity of access to all of EMCHN
- Defined Terms of Reference for Patient Representative Group
- Finance considerations, to include facilitation of meetings, remuneration of expenses to service users – to be included in budget setting for 2022-2023
- Network will need to provide training for patient representatives



How can Network Teams Help?

- ♥ Once Network Strategy and associated documents are ready, will circulate for comments and bring back to Operations Board for sign off.
- ♥ Stakeholders support required in identifying patient representatives throughout Network
- ♥ Network team will co-ordinate recruitment of Patient representatives.



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What is Co-Production?



NIHR | INVOLVE

UCLPartners
Academic Health Science Partnership

NHS

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Principles of Co-Production

- Work creatively, respectfully and collaboratively to co-produce solutions together.
- Work together as equals, promoting and valuing participation. Listen to, and seek out, the voices of patients, families and carers using CHD services, even when that voice is a whisper. Enabling people from diverse communities to have a voice.
- Use experience data and insight as evidence.
- Understand and work with the interdependency that exists between the experience of staff and positive outcomes for patients, families and carers.
- Be forensic in the pursuit of continuous quality improvement with a particular focus on closing inequality gaps.”



Eligibility & Expectations of Patient Representatives

- To have had recent involvement as a user of services with the East Midlands Congenital Heart Network

Expectations

- Display the values of respect, honesty, integrity, empathy and trustworthiness
- Respect confidentiality
- Promote the value of diversity and equality in all aspects of our work
- Demonstrate a commitment to working with the EMCHN to improve patient experience



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Summary

- ♥ Documents to be brought to next EMCHN Board Meeting
- ♥ If you know of a patient or parent who you think will would like to be involved as a patient or parent representative, please get in touch
- ♥ Recruitment posters coming to clinical areas soon



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References

- <https://www.england.nhs.uk/get-involved/resources/patient-public-voice-partners>
- <https://www.england.nhs.uk/get-involved/resources/co-production-resources/>



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2022/2023 Standards Assessment

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EMCHN Network Manager



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Overview

- ♥ Letters to CEO/MD/Clinical and Managerial Service Leads
- ♥ Standards reviewed by each service and RAG rated
- ♥ Outpatients clinic visit
- ♥ Level 1 Consultant feedback
- ♥ 3 hour Network visit with Network Clinical Director



Network Guidelines

Eileen Peasgood
EMCHN Lead Nurse



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EMCHN – Programme of Work

♥ Deliverable

Provision of support for the review, standardisation and of policies, pathways and guidelines

♥ Key Action

Work with CPG group to define and deliver a management and review process for policies and guidelines

♥ Benefit

Standardised approach to patient care throughout the Network



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Aims & Objectives

EMCHN aims to make a more robust process to co-ordinate Policies & Guidelines development and review throughout Network

To be inclusive to all Stakeholders

Create a library of documents accessible to all Network Stakeholders

Support circulation/communication of new and existing policies

Work with existing support mechanisms and CPG groups to ensure in line with National guidance and use of uniform formatting



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Current Processes

- There are approximately 60 published guidelines in place
- Regular CPG groups within UHL Children's CMG – eg PICU, NNU, ED.
- May not include all stakeholders from EMCHN in development
- Many of clinicians and staff working within EMCHN have made great contributions to development of existing policies and are keen to have standardization across the Network
- Need to keep a library that includes policies and guideline documents that relate to both paediatric CHD and ACHD services
- All policies and guidelines are available on public facing Policies and Guidelines Library

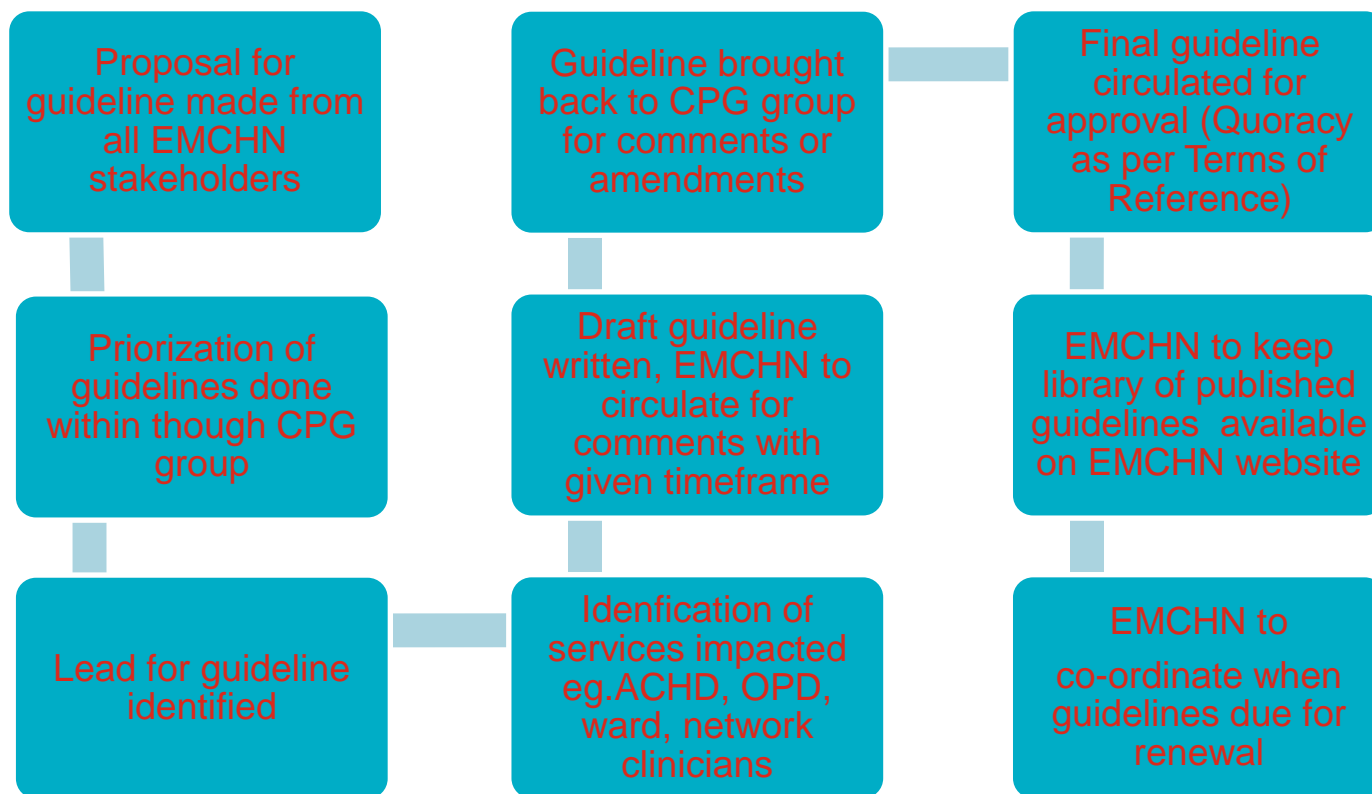


Snapshot of Guideline Library

C147/2016	Removal of temporary pacing wires	Intensive Care	Claire Westrope	Nov-19	Renew	Published	Nov-22	Claire Westrope
C196/2016	Sedation Policy For Painless Imaging - Paediatric Cardiology Guideline	Medical	R Radcliffe/Suhair Shebani	Sep-20	Renew	Published	Sep-23	Suhair Shebani
C161/2016	Single Ventricle Pathway	Cardiology	Amish Vora	Dec-21	Renew	Published	Dec-24	Suhair Shebani
C164/2016	Syncope Evaluation UHL Childrens Medical Guidelines.	Cardiology	Dr A Duke, Consultant Paediatric Cardiologist, GGH	Jul-19	Renew	Published	Jul-22	Suhair Shebani
C44/2016	Thromboprophylaxis post congenital heart surgery (anticoagulation and antiplatelet management)	Intensive Care	Simone Speggorin	Jun-21	Renew	Published	Jun-24	Simone Speggorin
C43/2016	Ventilator Associated Pneumonia (VAP) prevention	Intensive Care	Simon Robinson, Claire Westrope	Oct-19	Renew	Published	Oct-22	Simon Robinson
C121/2016	VTE Prophylaxis in Children	Intensive Care		Aug-18	Renew	Under Review	Feb-22	Claire Westrope



Process map



Regular CPG Meetings

- ♥ When would be best time to hold CPG meetings? eg 2nd Friday monthly. To be inclusive to all Network
- ♥ Need engagement from all stakeholders to develop and maintain
- ♥ Suggested Quoracy of the Approval:-
 - GS suggested $\geq 50\%$ from each stakeholder group, eg 6 out of 11 cardiologists, 1/2 ACHD consultants, \geq PEC's or cardiologists with interest in ACHD,



Discussion

- ♥ What are peoples thoughts about how this will work?
- ♥ Are there staff who want to get involved?
- ♥ Suggestions for how EMCHN Network best co-ordinate, so that Policies and Guidelines are developed, approved, maintained and regularly reviewed?



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