

Congenital Heart Disease Network, South Wales and South West Annual Work Plan 2018/19

1. Introduction

The purpose of the annual work plan is to outline the priorities of the Network and how these will be addressed. Progress will be monitored through updates to the Network Board and its sub-groups, and via the Network's annual report.

The annual work plan consists of the overall network strategic objectives and their aligned work programmes. The work plan will be reviewed and renewed annually.

2. Network Vision

The key aim of the Congenital Heart Disease (CHD) network is to support the provision of high quality care for CHD patients across South Wales and the South West.

Its **vision** is to be a Network whereby:

- Patients have **equitable access** to services regardless of geography
- Care is provided **seamlessly** across the Network and its various stages of transition (between locations, services and where there are co-morbidities)
- **High quality** care is delivered and participating centres meet national standards of CHD care
- The provision of high quality **information** for patients, families, staff and commissioners is supported
- There is a strong and **collective voice** for Network stakeholders¹
- There is a strong culture of collaboration and action to **continually improve** services

3. Network Objectives

The Network's key **objectives** are:

1. To provide **strategic direction** for CHD care across South Wales and the South West
2. To monitor and drive **improvements in quality of care**
3. To support the delivery of **equitable, timely access** for patients
4. To support improvements in **patient and family experience**
5. To support the **education, training and development of the workforce** within the Network
6. To be a **central point of information and communication** for Network stakeholders
7. To ensure it can **demonstrate the value** of the Network and its activities

¹ Including but not limited to: Professionals from participating Centres, Commissioners, Patient Representatives, Family Support Groups, Co-dependent services e.g. Palliative Care Teams, Primary Care; Other relevant Networks

4. Network Organisational Structure

Since 1st April 2016 the South Wales and South West CHD Network has formally existed, consisting of a core network team and a range of stakeholders from across the region. The Network is hosted by University Hospitals Bristol Foundation Trust. The Centres within the Network are:

Level 1 Centre

- University Hospitals Bristol NHS Foundation Trust (NHSFT) (Bristol Heart Institute and Bristol Royal Children's Hospital)

Level 2 Centre

- Cardiff and Vale University Health Board

Level 3 Centres:

- Royal Cornwall Hospital (Truro)
- Musgrove Park Hospital (Taunton)
- Gloucester Hospitals NHSFT
- Great Western Hospital NHSFT (Swindon)
- Royal United Hospital (Bath)
- North Devon Healthcare Trust (Barnstaple)
- Torbay and South Devon NHSFT
- Plymouth Hospitals NHS Trust
- Royal Devon and Exeter NHSFT
- Hywel Dda University Health Board
- Cwm Taf University Health Board
- Aneurin Bevan University Health Board
- Abertawe Bro Morgannwg University Health Board

The Network Board is responsible for leading the network, making final decisions and recommendations, commissioning work groups and monitoring progress. It is accountable to the Chief Executive Officer of the host Trust, University Hospitals Bristol NHS Foundation Trust. It is also accountable to commissioners in England and Wales through arrangements outlined in the roles and responsibilities document and its terms of reference. The network board is supported by the network team.

No.	Key objective	Title	Actions required	Oversight Group	Proposed completion date
1	Strategic direction	Self-assessment follow-up	Write to Trusts with headlines from self-assessment, key agreed actions/next steps and highlight position when benchmarked against region.	Network Board	Jul-18
		Commitment from Trusts	Request commitment to provision of CHD services from each centre in the form of a statement of intent from the hospital, backed by commissioner support.	Network Board	Jul-18
		Finance in L3 centres (England)	Support centres to understand current income for services across region. With commissioners, understand what appropriate tariffs should be charged. Where block contracts are in place, support contractual discussions about CHD provision.	Service Delivery Group	Dec-18
		Strategic engagement	Continue to engage with Clinical Reference Groups, Academic Health Science Networks, NHS England etc.	Network Board	Mar-18
		Engagement with other Networks	Host national CHD Networks 'Get Together' and suggest get together with local (non-CHD) Networks.	Network Board	Oct-18
		Level 3 centres	Consider how to work differently with our L3 centres to put them at heart of Network activities	Network Board	Mar-19

		Assurance	To have oversight and assurance of delivery of the outstanding actions from the Bristol Independent Review and UH Bristol's action plan with NHS England	Network Board	Mar-19
2	Improvements in quality of care	Paediatric guidelines	1. Develop paediatric disease related guidelines through task and finish group	Clinical Governance Group	Dec-18
			2. Continue to develop paediatric drug protocols	Clinical Governance Group	Dec-18
			3. Procedures guidance	Clinical Governance Group	Dec-18
		Dental guidelines	Develop dental approach in line with standards	Clinical Governance Group	Dec-18
		L1 and L2 standards	Continue to support L1 & 2 centres to address amber and red standards	Service Delivery Group	Mar-19
		Risk management	Continue to capture risks on network register and take action to manage or mitigate risks.	Network Board	Mar-19
		Incident management	Promote incident reporting processes. Ensure any learning from incidents is shared.	Clinical Governance Group	Mar-19

		M&M	Deliver Network M&M	Clinical Governance Group	Sep-18
		Discharge communications	Support improvements in communications to the network following discharge from Level 1 centre. Includes improving paper process but also scoping Careflow opportunity.	Service Delivery Group	Mar-19
		Nursing strategy	Write up nursing strategy. Take forward key elements, namely: closer working between L1 and L2 CNS teams; direct engagement with known L3 link nurses and senior nurses/matrons; encourage L3s to pursue funding for dedicated link nurse. Engage all cardiac nurses in Level 1 centre	Service Delivery Group	Mar-19
		Independent Review	Continue to support progress against agreed actions in recommendations 4 & 5 of the IR, including: Fetal working group, benchmarking against Level 1 centres, audit of Welsh mothers.	Service Delivery Group	Mar-19
		Governance structure	Refresh network governance structure and documentation following changes to board structure and relationship with commissioners etc.	Network Board	Jul-19
		Audit	Grow audit programme and ensure audits are presented to Network to disseminate learning.	Clinical Governance Group	Mar-19
3	Equitable, timely access for patients	Fetal diagnosis audit	Use published fetal datasets to understand variations in fetal identification and implement actions to address	Clinical Governance	Dec-19

		these.	Group	
	Image sharing	To develop better mechanisms for sharing patient information, images and access for MDTs. Support centres to develop telemedicine facilities where desired, including access to legacy funding	Clinical Governance Group	Mar-19
	CNS access	Monitor outcome of bid for increased CNS resource to improve access to L1/L2 CNS via telephone and/or outreach clinics	Service Delivery Group	TBC
	Psychology	Continue to promote awareness of and access to regional service. Monitor activity and evaluate year 1 of service	Service Delivery Group	Mar-19
	Transition	Evaluate new transition clinics at BRHC. Consider peripheral transition opportunity	Service Delivery Group	Mar-19
	Palliative Care	Create summary reference document of palliative care toolkit	Clinical Governance Group	Jul-19
	Performance monitoring	Continue to produce quarterly performance dashboard. Review centres' submissions and offer support and/or seek assurance/escalate concerns when continued 1. lack of response or 2. unacceptable performance	Network Board	Mar-19
	Transfer and	Develop Network wide transfer and repatriation policy	Clinical Governance	Dec-19

		repatriation protocol		Group	
		Phase II investment in Wales	Work with Centres and commissioners to support Phase II investment in Wales	Network Board	Mar-19
		Lost to Follow-Up	Begin work to understand loss to follow-up rates	Clinical Governance Group	Nov-19
		Expansion of BRHC	Support Children's Hospital Management Team with strategic outline case for expansion of BRHC, including the PICU	Network Board	Jun-18
4	Patient and family experience	Charities	Map charity stakeholders and clarify relationship/ opportunities	Service Delivery Group	Sep-18
		Patient representatives	Continue to build on existing relationships. Develop patient representative role and training. Co-develop structure and purpose of role within Network. Recruit further representatives	Service Delivery Group	Jul-18
		Support Groups	Continue to support and advise local support groups. Try to encourage equitable access across the region	Service Delivery Group	Mar-19
		National Survey	Continue to embed and publicise national CHD survey in Level 1 Centre. Communicate results when available and encourage action to address any areas for improvement	Network Board	Mar-19

		Engagement	Support centres with local patient engagement events and try to encourage events that allow equitable geographical access across the region. Consider offering some training to centres on how to deliver patient engagement	Service Delivery Group	Mar-19
5	Education, training and development of the workforce	Training/education strategy	Finalise high level strategy for relevant professional groups (events, frequency, signposting etc)	Clinical Governance Group	Jul-18
		Training/education events.	Support the delivery of targeted training and education to cover - ACHD & paed nurse training, PEC and ACHD study days. Support development of echo training offer. Consider training for PECs/adult Cardiologists with an interest alongside business update in form of a new way to engage L3s. Develop online or video training material for primary care professionals e.g. GPs, HVs	Clinical Governance Group	Mar-19
		Medical workforce.	Continue to support recruitment of medical workforce as needed. Continue to engage with relevant regional bodies on big picture (HEE, SACs). Develop promotion material to support recruitment into the region	Service Delivery Group	Mar-19
		Research	Continue to build relationship with partners in research. Seek information on current research to develop a Network central directory of research across the region	Clinical Governance Group	Mar-19

6	Information and communication	Website	Continue to promote website to stakeholders. Ensure annual review/update of website. Consider further developments based on feedback/feasibility	Service Delivery Group	Sep-19
		Interdependent teams	Meet with interdependent teams to encourage collaboration and build relationships	Clinical Governance Group	Ongoing
		Stakeholder communications	Deliver two newsletters per year. Continue to get out and about at events, meetings and visits. Continue to use email databases for targeted communications. Deliver large annual stakeholder event	Service Delivery Group	Mar-19
7	Demonstrate the value of the Network	Funding opportunities	Proactively seek funding opportunities for Network and its stakeholders from different sources e.g. CQUINs, charity, grants, tariff, commercial sponsorship of events etc	Network Board	Mar-19
		Feedback	Continue to seek feedback from stakeholders on value of events etc	Network Board	Mar-19
		Financial Management	Remain within budget and ensure effective use of resources	Network Board	Mar-19
		Support to Team	Reinvest existing budget into the team following reduction in Manager/Nurse WTE	Network Board	Aug-18
		Team Away Day	Hold team away day to reflect on 17-18 progress, understand future opportunities and threats, and develop 18-19 work plan	Network Board	May-18

		Annual Report	Complete annual report	Network Board	Jul-18
		Escalation	Escalate Network issues appropriately to commissioners, external bodies etc. and ensure action is take when required	Network Board	As needed

Document Control

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