



South Wales and South West
**Congenital Heart
Disease Network**

Workplan

2019/20



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Congenital Heart Disease Network, South Wales and South West Annual Work Plan 2019/20

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, via quarterly meetings with NHS England and Welsh Health Specialised Services Committee (WHSSC), 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 South Wales and South West CHD Network terms of reference. The network board is supported by two sub groups, the Service Delivery Group and the Clinical Governance Group, and also by the core network team.

No.	Key objective	Title	Actions required	Oversight Group	Proposed completion date
1	Strategic direction	Self-assessment follow-up & engagement visits	Follow up self-assessment & engagement visits, key agreed actions/next steps and highlight position when benchmarked against region.	Network Board	Mar-20
		Commitment from Trusts/Memorandum of Understanding	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 (In conjunction with self-assessment visits)	Network Board	Mar-20
		Finance in Level 3 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-19
		Strategic engagement	Continue to engage with Clinical Reference Groups, Academic Health Science Networks, NHS England, WHSSC	Network Board	Mar-20
		Engagement with other Networks	Actively participate in National CHD Networks Group and in local (non-CHD) Networks group	Network Board	Mar-20

		Level 3 centres	Strengthen engagement with Level 3 centres across the Network via engagement visits, follow up self-assessments, 3 priorities for each centre, performance reports	Network Board	Mar-20
2	Improvements in quality of care	Paediatric guidelines	1. Develop paediatric disease related guidelines through task and finish group	Clinical Governance Group	Dec-19
			2. Continue to develop paediatric drug protocols	Clinical Governance Group	Mar-20
			3. Procedures guidance (Adults and Paediatrics)	Clinical Governance Group	Mar-20
		Dental guidelines	Finalised adult and paediatric dental guidelines in line with standards	Clinical Governance Group	Dec-19
		Level 1, Level 2 and Level 3 standards	Continue to support centres to address amber and red standards	Service Delivery Group	Mar-20
		Risk management	Continue to capture risks on network register, review at Network Board and take action to manage or mitigate risks.	Network Board	Mar-20

	Incident management	Promote incident reporting processes. Ensure any learning from incidents is shared.	Clinical Governance Group	Mar-20
	Mortality and Morbidity	Deliver annual Network Mortality & Morbidity	Clinical Governance Group	Sep-19
	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-20
	Nursing strategy	Take forward key elements of network nursing strategy, 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-20
	Independent Review	Continue to oversee and 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-20
	Governance structure	Evaluate new network governance structure 1 year post implementation and agree forward plan	Network Board	Oct-19
	Audit	Grow audit programme and ensure audits are presented to Network to disseminate learning.	Clinical Governance Group	Mar-20

3	Equitable, timely access for patients	Fetal diagnosis audit	Use published fetal datasets to understand variations in fetal identification and implement actions to address these.	Clinical Governance Group	Dec-19
		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-20
		Psychology	Continue to promote awareness of and access to regional service. Monitor activity and evaluate service	Service Delivery Group	Mar-20
		Transition	Evaluate transition clinics at BRHC and young adult clinics in BHI. Consider peripheral transition opportunity.	Service Delivery Group	Mar-20
		Lost to Follow-Up	Begin work to understand loss to follow-up rates	Clinical Governance Group	Nov-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-20
		Transfer and repatriation protocol	Finalise Network wide transfer and repatriation policy	Clinical Governance Group	Dec-19

		Phase II investment in Wales	Continue to support Level 2 Centre and commissioners to support Phase II investment in Wales	Network Board	Jul-19
4	Patient and family experience	Charities & Support Groups	Continue to work with charity stakeholders and support groups, clarifying relationship/ opportunities. Try to encourage equitable access across the region	Service Delivery Group	Mar-20
		Patient representatives	Continue to build on existing relationships. Develop patient representative programme of activity. Recruit further representatives.	Service Delivery Group	Nov-19
		National Patient Related Experience Measures (PREM) Survey	National Survey currently on hold. Await decision by CRG on next steps	Network Board	On hold
		Engagement	Support centres with local patient engagement events and try to encourage events that allow equitable geographical access across the region.	Service Delivery Group	Mar-20
5	Education, training and development of the workforce	Training/education strategy	Support the delivery of targeted training and education to cover - ACHD & paed. nurse training, PEC and ACHD study days. Continue to signpost Training and Education events to network members as per strategy. Continue involvement with developing of national nurse e-learning packages	Clinical Governance Group	Mar-20

		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-20
		Research	Finalise Network Research Strategy. Continue to build relationship with partners in research, seeking information on current research to populate the Network central programme of research activity across the region and to update network members	Clinical Governance Group	Mar-20
6	Information and communication	Website and Twitter	Continue to promote website to stakeholders. Ensure annual review/update of website. Consider further developments based on feedback/feasibility. Continue with weekly Tweets.	Service Delivery Group	Sep-20
		Interdependent clinical teams	Meet with interdependent clinical teams to encourage collaboration and build relationships	Clinical Governance Group	Mar-20
		Stakeholder communications	Deliver two newsletters per year. Continue to represent network at events, meetings and visits. Continue to use email databases for targeted communications. Deliver large stakeholder event every 2 years (next one July 2020)	Service Delivery Group	Mar-20
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-20

		Feedback	Continue to seek feedback from stakeholders on value of events etc	Network Board	Mar-20
		Financial Management	Remain within budget and ensure effective use of resources	Network Board	Mar-20
		Team Away Day	Hold team away day to reflect on 18-19 progress, understand future opportunities and threats, and finalise 19-20 work plan	Network Board	May-19
		Annual Report	Complete annual report	Network Board	Jul-20
		Escalation	Escalate Network risks and issues appropriately to commissioners, external bodies etc. and ensure action is take when required	Network Board	As needed
8.	Peer Review	Peer Review recommendations	Implementation of recommendations from National CHD Network Peer Review (June '19)	Network Board	Mar-20

Document Control

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