



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

# Strategy Session: CHD network

28<sup>th</sup> November 2019



# Aims of the session

- Engagement with key stakeholders to develop a 5 year plan for CHD Network
  - Context setting- CHD Nationally/ODN regionally
  - Understand current position
  - Priorities for 2020 and beyond
    - Adults
    - Paediatrics
    - Network
  - Next Steps



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# Setting the scene



# CHD National context

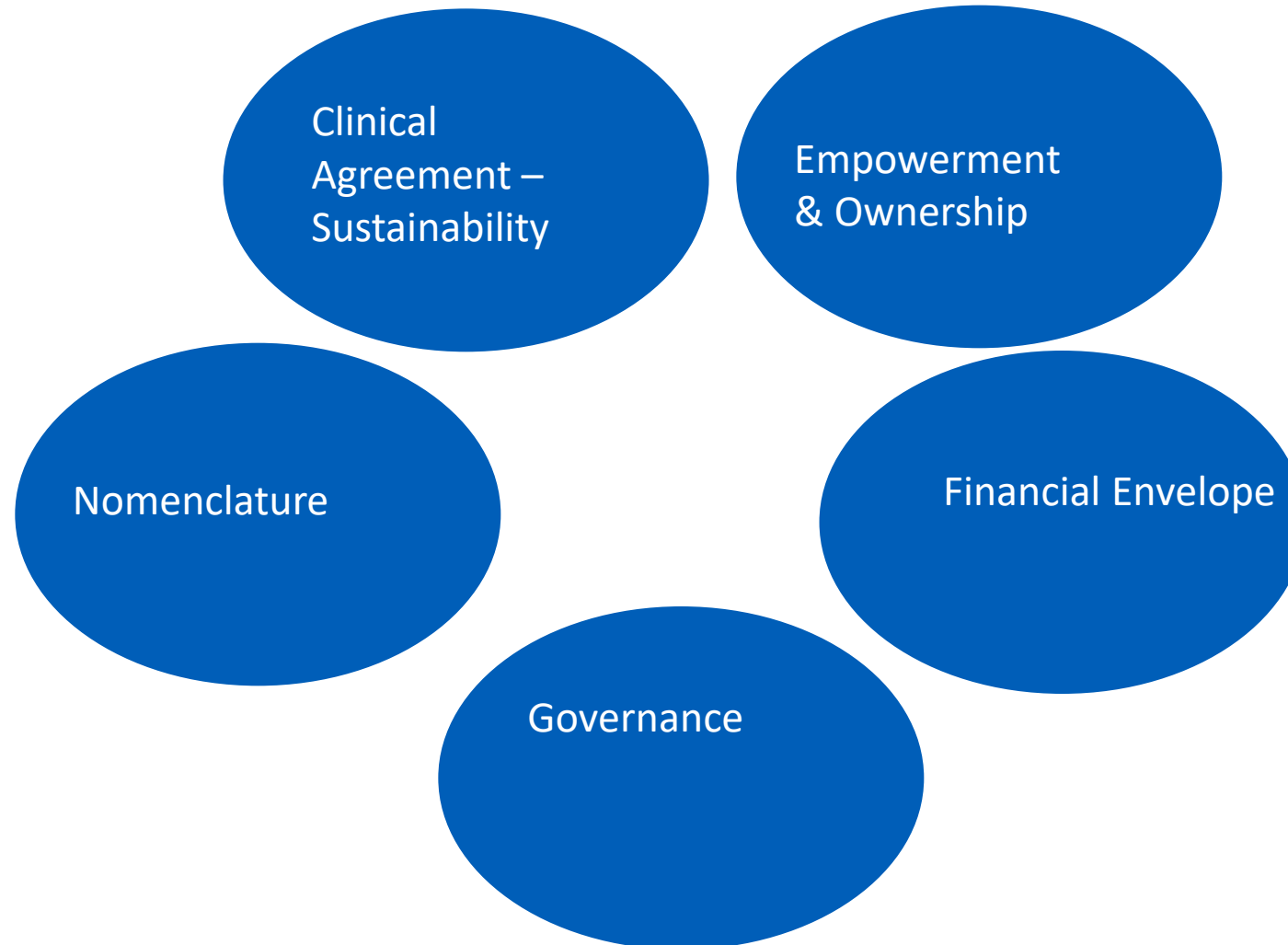
Andy Tometzki, Clinical Director, SWSW CHD Network

# Networks Vision and Way Forward

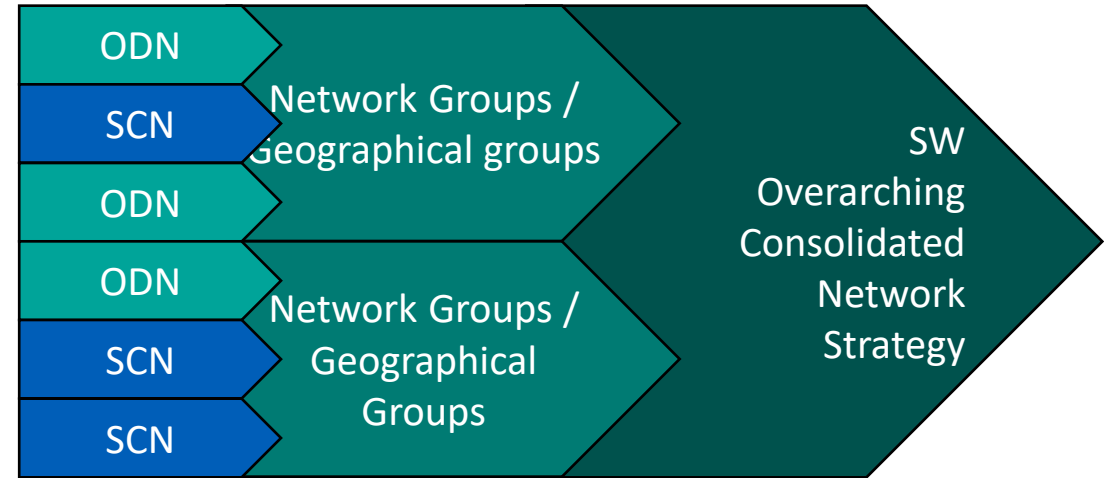
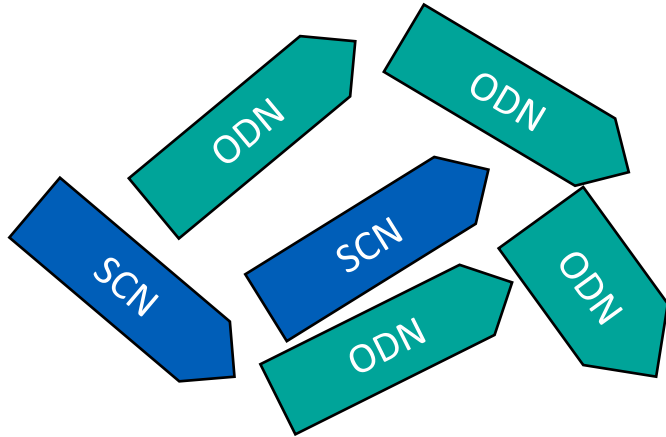
Peter Wilson – Medical Director of South West Direct Commissioning, NHS England and Improvement

Kat Young – Head of Acute Transformation, NHS England and Improvement

# Principles



# South West Operational Delivery Networks – Direction of Travel

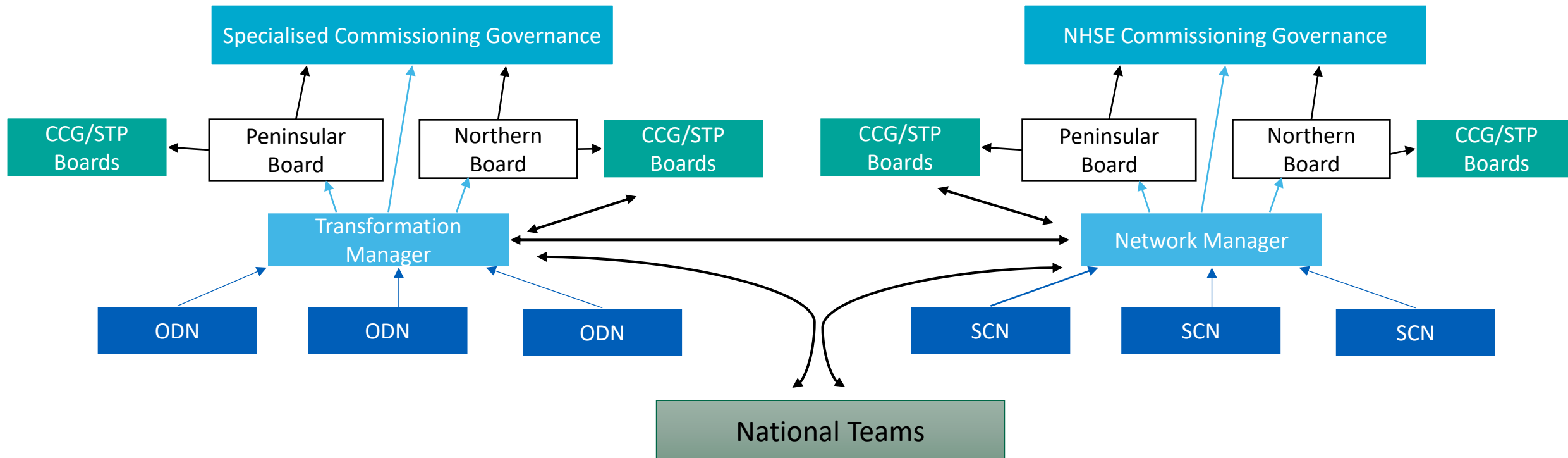


- **Ambition:**
  - to coordinate all network resource (ODNs, Strategic Clinical Networks and others) and align to strategy.
  - To have an aligned governance and reporting mechanism for networks
  - To have aligned objectives independent of funding stream or geography
  - To work to a work plan that takes into account national, regional and local drivers
  - To work to a work plan that is jointly owned by commissioners, organisations and clinicians
- **To achieve this:**
  - Need geographic alignment
  - Need alignment between specialised commissioning and STPs
  - Need alignment between commissioners and organisations

# A New Governance Structure

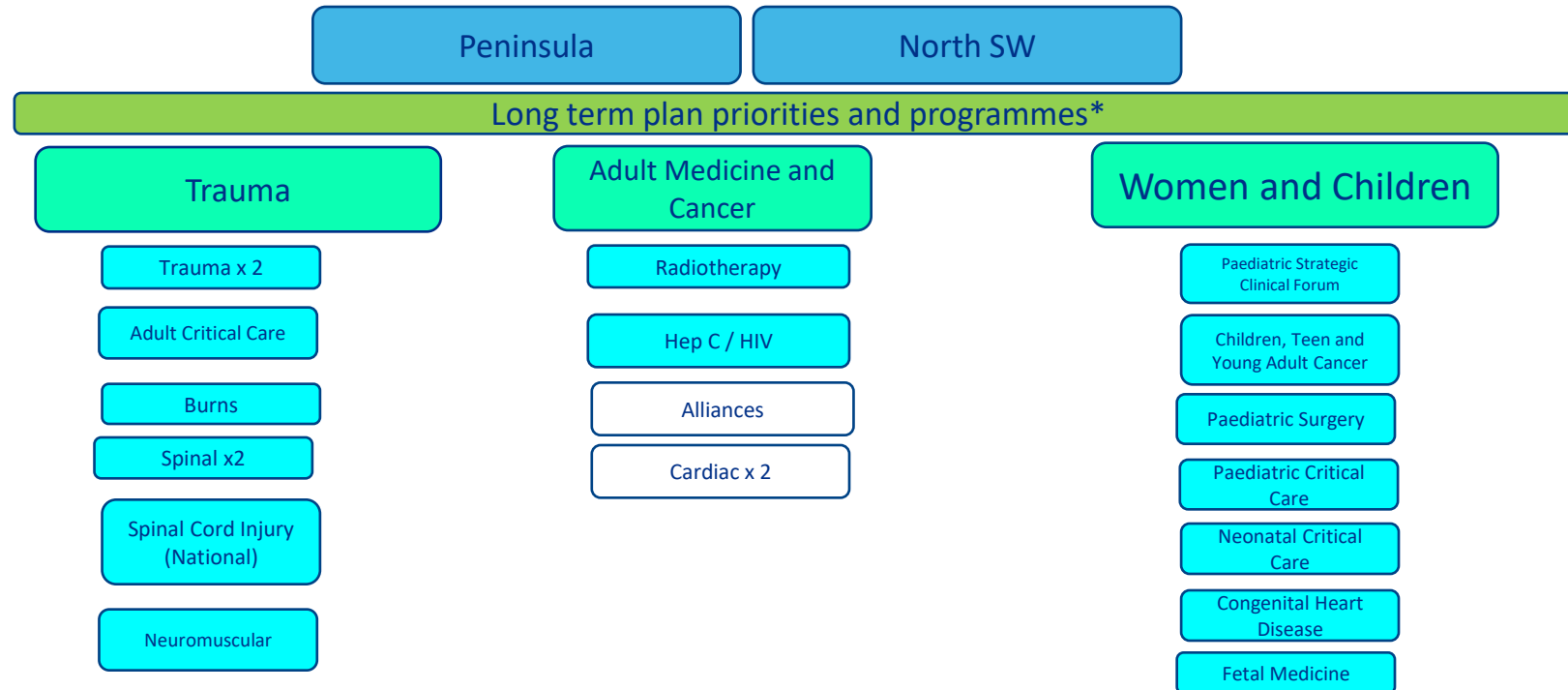
- ODNs

- SCNs





# Governance (short-mid term for ODNs)



Single operating framework/governance/strategy for networks  
 Held together with **Memorandums of Understanding** between acute and community trusts and commissioners

# Roles and Responsibilities

## **ODNs:**

- Led by clinical lead/nurse and manager
- Manager is appointed through a host organisation with an SLA
- Membership of ODN is clinicians of all organisations within that service
- ODN managers report to the System Transformation Lead
- Clinical Lead reports to the Medical Director for specialised commissioning
- All strategic/operational issues are managed through the commissioning operational governance structure

# Roles and Responsibilities

## System Transformation Leads

- Within the new structure there are 3 System Transformation Leads- one per group of networks-
  - Women and Children
  - Medicine (Adult)
  - Trauma/surgery/adult critical care with multiple networks in each group.
- They to ensure that the ODNs set and deliver the strategic intent, transformational change and associated key performance indicators agreed by the network boards.
- They would work with the network board/specialised commissioning board to ensure that KPIs are set and agreed every year and that there is quarterly reporting by exception to the Partnership Board

# Roles and Responsibilities

## **Partnership Board**

Partnership Boards will have a system focus, involving all NHS organisations within the geographical footprint with commitment to partnership working confirmed through MOUs.

The function of the Partnership Board would be to set strategic direction for the ODNs, govern the service changes required and set the associated KPIs for/with the ODNs yearly and quarterly review through exception reporting.

# Roles and Responsibilities

## **NHSE&I Oversight**

- ODNs report through specialised commissioning and SCNs through NHSE oversight. Partnership boards would help set strategic direction and oversee delivery of KPIs. However, all strategic decisions would need to be approved and signed off by the statutory body with overarching oversight of the network.

# Governance

- All networks work with manager to create a yearly workplan. This considers local, regional and national drivers and the strategic direction of the Partnership Board and confirms objectives, milestones and deliverables with associated timelines. KPI's will be agreed and monitored via Highlight reports (or overarching network dashboard?)
- This is agreed yearly by the Partnership Board as part of their planning round (timeline to align to creation of STPs and NHSE operating plan/LTP refresh).
- This will be signed off through both the CCG and specialised commissioning statutory routes. Any significant services changes that require consultation will continue to be led by Commissioners
- The networks update the Partnership Board quarterly by exception reporting
- All decisions made by the partnership board will be signed off through respective statutory bodies and will align with the joint strategy/Long term plan
- If the Partnership Board cannot reach agreement, then the statutory body responsible will make the final decision.

# Next steps and key deliverables

- ODNs being constituted
- System Transformation Leads being appointed
- Partnership Boards constituting

## **From January 2020:**

- Networks meet with managers to create work plan with managers. Sign off through partnership boards and NHSE/I in March
- Quarterly reports to partnership boards and NHSE/I by exception
- Yearly meeting with all networks to look at previous year- celebration and planning for following year

# **SWSW CHD Network – 3 years on**



# The CHD Network – an overview

- Established officially in April 2016, in response to CHD standards
- Building on existing well established clinical network
- One of the first official CHD networks in the country
- The purpose of the network is to bring together clinicians, managers, patient/family representatives and commissioners across South Wales and the South West to work together supporting patients with congenital and paediatric acquired heart disease and their families
- Accountable to two separate commissioning bodies; NHS England and NHS Wales.
- Designated Operational Delivery Network and funded by NHS England since April 2019
- Changes in progress with ODN governance, South West- led by Peter Wilson

# Network Vision

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Our vision is to be a Network whereby:

- Patients have **equitable access**
- **Care is provided seamlessly**
- **High quality care**
- **High quality information** for patients,
- There is a strong and **collective voice** for Network stakeholders
- There is a strong culture of collaboration and action to **continually improve** services





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<http://chdn.webboxdemo.co.uk/>

## Welcome to the Congenital Heart Disease Network South Wales and South West

We proudly support over 6,500 children and 8,000 adults with a congenital heart condition.

[Read More](#) >

### Babies and Children

When your baby or child is diagnosed with a cardiac condition you may not know what to

### Teenagers/Young People

When you are diagnosed with a cardiac

### Adults

When you are diagnosed with a cardiac condition you may not know what to expect.

Equity  
of access

Seamless  
care

Meeting  
national  
standards

Continual  
improvement

Patient  
voice

# Network Headline Progress to date

2016/17

- Network Launch, core team recruited
- Network governance established
- Self assessment visits –baseline against standards
- Risks & Incidents process
- Pt Engagement events

2017/18

- Comm& Engagment; Website, newsletters, annual report, Pt reps
- Nursing Strategy; link nurse, Nurse days level 1, 2, 3
- Training & Education; study days, PEC day, nurse network days
- Transition clinics @ BRHC
- Palliative Care Toolkit (commended peer review)
- Regional psychology service
- Linking with other CHD and Bristol based networks

# Network Headline Progress to date cont'd

2018/19

- Preparation for National CHD Peer Review
- Paediatric and Adult CHD protocols
- Network Audit established & Network Audit lead
- Patient Representative role- contract, training, JD
- Transition evenings
- Link midwife role established
- Training & Education Strategy

2019/20

- Highly commended in CHD National Peer Review- action plan
- Mortality & Morbidity annual event
- Development of resources on CHD website
- BHI Youth Worker
- Enhancement of performance dashboard
- Model for transition support in peripheral clinic
- Network Research strategy
- Network wide dental standards

## 2020 and beyond

### 5 year plan for network;

- Stakeholder sessions
- Progress update visits
- NHS England
- Level 3 centre priorities



- Increase engagement and involvement in network activities
- Delivering key network objectives
- Delivery CHD standards



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# Group Work



# Group work structure

## 2 sessions

1. Current state analysis (SWOT)
2. Future priorities- aligning to CHD network key objectives

**Warning-** will involve moving!



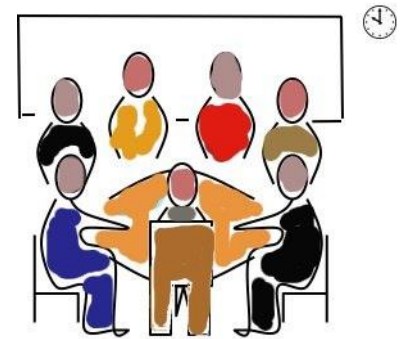
## 3.3 Current state analysis – Network- 15 mins

**Task:** Working in your pre-allocated groups and thinking about the South Wales and South West CHD network can you please identify what you think are its;

1. Strengths
2. Weaknesses
3. Opportunities
4. Threats

**Feedback:** Nominated member of each group to feedback (15 mins- 5 mins per group)

**Please move  
to the  
next table!**



## Session 2- future priorities 2020 and beyond

- **Future priorities-** aligning to CHD network key objectives and service areas

Groups will move around the tables **every 15 mins**

**Group A-** Adults

**Group P-** Paediatrics

**Group N-** Network

Table	Facilitator	Focus Area
1	Charlotte Ives	Improvements in quality of care Equitable timely access for patients
2	Cat McElvaney	Improving patient & family experience Communication and information within the network
3	David Mabin	Education and Training

## Key things to consider

For adult, paediatric CHD services and the network more generally....

- What thing would we like to be known for in 5 years time
- What things could we do differently?
- What things should we build on?/do more of?
- Is there anything we should stop?
- Are there any CHD standards we should focus on?
- What key issues do we need to address?

**Lets go! – after 15 mins move to the next table**

**Grab a well earned coffee!**



**Equity**  
of access

**Seamless**  
care

**Meeting**  
national  
standards

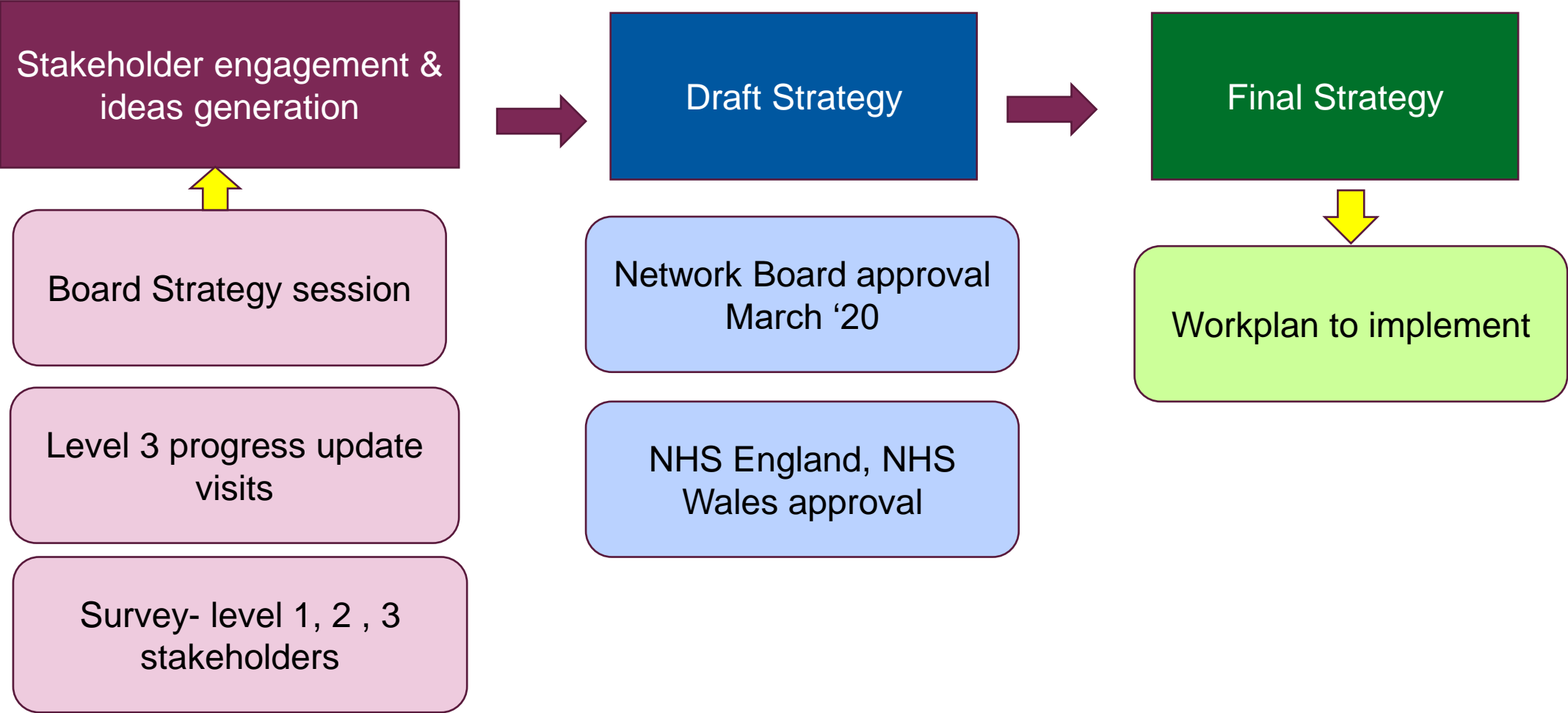
**Continual**  
improvement

**Patient**  
voice

# Feedback

**Facilitator-** 10 mins feedback on focus area

# Next Steps – 5 year strategy





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# Thank you & Questions

