

West Yorkshire Critical Care Operational Delivery Network Programme of Work 2023/24

Version	Final
Status	Final
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Board Approval Date	30th March 2023

Introduction

This document sets out the priorities for the West Yorkshire Critical Care Operational Delivery Network (ODN), focusing on coordinating patient pathways across provider organisation, ensuring access to appropriate care resources and expertise. The work of the ODN seeks to assist provider organisations in applying continuous improvement strategies, focusing on aspects that improve the quality of care patients receive and their experience whilst in our care¹.

The national ACC Planning Programme sets the national strategic objectives and key deliverables for ACC services in England.

The strategic objectives of the ACC Planning Programme are:

- Equitable access to high quality ACC for any patient who requires it
- Improving outcomes for patients
- Efficient pathways of care which demonstrate value for money
- Sustainable and resilient services which are sufficiently resourced to respond to change

The network acknowledges the influence of the ACC Planning Programme on our priorities and the 7 workstreams are reflected within our work plan for 2023-24;

- Data and Analytics
- Critical Care Planning
- Payment Reform
- Service Standards
- Winter Preparation and Resilience
- Workforce
- Critical Care Transfer

For the plan to be delivered there is a fundamental requirement for both clinical and managerial engagement and collaboration across patient pathways and effective leadership to embed actions at a local level.

Organisational Structure

Since 1st April 2013 the West Yorkshire Critical Care Operational Delivery Network has been hosted by Leeds Teaching Hospitals NHS Trust along with the West Yorkshire Major Trauma Network. Since April 2021, as part of a shared management model, the South Yorkshire and Bassetlaw Operational Delivery Network was combined with the above ODNs.

The West Yorkshire Networks' provider trusts are:

- Airedale Hospital NHS Foundation Trust
- Bradford Teaching Hospital NHS Foundation Trust
- Calderdale & Huddersfield NHS Foundation Trust
- Mid Yorkshire NHS Foundation Trust
- Leeds Teaching hospitals NHS Trust
- Harrogate & District NHS Foundation Trust

The network also has links and collaborates with Independent Sector (IS) hospitals for shared learning e.g. transfer training, management of acutely ill adults etc., and the Nuffield Health Leeds Hospital is the only IS hospital providing critical care in West Yorkshire.

The WY Critical Care Clinical Advisory Board comprises the Network Medical Lead, Network Manager & Lead Nurse, Medical, Nursing and Management leads from each of the West Yorkshire Critical

Care Units, and Specialised Commissioners. There is additional representation from Yorkshire Ambulance Service (YAS) and other key stakeholders as required. The Board meet quarterly and is the decision making body on behalf of the constituent network organisations.

The role of the Board is to agree priorities and work streams, ensuring collective responsibility and cooperation by all the organisations within the critical care network in developing adult critical care services in line with national and local requirements. The Network Board is responsible for delivering the work plan, making final recommendations, commissioning work groups and monitoring progress and is accountable to NHSE Specialised Commissioning Yorkshire and Humber Hub and the NHS West Yorkshire Integrated Care Board. Any issues requiring escalation are raised via the Network Senior Responsible Officer (SRO) at the West Yorkshire Association of Acute Trusts (WYAAT) forum and in turn to the Integrated Care Board (ICB). Within the current changing NHS landscape², the ODN continues to forge new and meaningful relationships in order to support effective critical care service delivery. Engagement with the WY Integrated Care Board has begun, and it is anticipated that this year will see the establishment of formal governance and oversight arrangements between the network, WYAAT, WYICB and NHSE Specialised Commissioning Yorkshire and Humber Hub. It is expected and acknowledged that throughout the term of this plan, there will need to be a degree of flexibility to respond according to national, regional and local requirements.

The Critical Care ODN work plan follows the same overarching headings outlined in the Draft Adult Critical Care Network Service Specification³

1. NHS Commissioning Board (2012) *Developing Operational Delivery Networks - The Way Forward*. NHS England
2. Department of Health and Social Care (2021) *Policy Paper: Integration and innovation: working together to improve health and social care for all*. Retrieved from Gov.Uk : <https://www.gov.uk/government/publications/working-together-to-improve-health-and-social-care-for-all/integration-and-innovation-working-together-to-improve-health-and-social-care-for-all-html-version>
3. NHSE (2022) *Adult Critical Care Clinical Network Service Specification Final Draft*: NHSE

WYCCODN Workplan 2023/4

Number	Network Function	Key Objective	Outcome Measure	Actions	Responsibility	Timescale / Frequency
1.	Service Delivery: plan and manage capacity and demand	Delivery of effective and efficient use of critical care resource across the network and beyond	<p>Effective critical care utilisation</p> <p>Timely access for patients to and from critical care services</p> <p>Effective bed utilisation</p> <p>Effective mutual aid</p> <p>Development of pathways to support effective critical care utilisation</p>	<p>Monitoring and reporting of capacity and bed utilisation</p> <p>Monitoring and reporting of delays through effective data systems e.g. Global measures, ICNARC data, DOS, SSQD</p> <p>Engage with EPRR links to effectively support development of escalation plans and support mutual aid processes</p> <p>Implement new global measures template in collaboration with MedICUs</p> <p>Monitoring of repatriation policy implementation via MedICUs global measures reporting</p> <p>Capacity Modelling Project to be used to inform individual Trust & ICB plans for changes to critical care capacity</p> <p>Support NHSE critical care stocktake for 2023 including data collection, submission, analysis and reporting (capacity)</p>	<p>ODN Team</p> <p>Clinical Teams</p> <p>ODN Board</p> <p>WYAAT</p> <p>ICB EPRR Teams</p>	<p>Daily DOS monitoring (Monday to Friday)</p> <p>Monthly global measures data review</p> <p>Quarterly review of SSQD Annual ICNARC review</p> <p>Reporting quarterly at CAB</p> <p>As requested</p> <p>Annual June 2023</p>
2.	Resources: clinical stewardship of resources across the whole pathway	Reduce inequalities, addresses unmet need, improve the effectiveness of care, and deliver better value.	<p>Delivery of Adult Critical Care Transfer Service (ACCTS) across Y&H to ensure equity with other networks and meet the National Transfer Service Specification (NHSE, 2022) https://www.england.nhs.uk/wp-content/uploads/2021/06/220501S-Adult-critical-care-transfer-services.pdf</p> <p>Develop and deliver effective audit plan for ACC transfers</p>	<p>To support commissioners in establishment of Y&H ACCTS.</p> <p>Review and continue to deliver transfer training programme</p> <p>Develop transfer audit plan and ensure improvements /lessons learned</p>	<p>ODN Team</p> <p>Clinical Teams</p> <p>NHSE Specialised Commissioners</p> <p>ICBs</p> <p>Transfer Forum</p>	<p>June 2023</p> <p>June 2023</p> <p>June 2023</p>
3.	Workforce: flexible, skilled resilient staffing	Support system-wide workforce strategy to ensure a flexible, resilient, agile, and skilled workforce	Evidence of sufficient numbers of skilled and competent workforce as outlined in ACC Service Specification and GPICS Standards	<p>Support NHSE critical care stocktake for 2023 including data collection, submission, analysis and reporting (workforce)</p> <p>Monitor % of RNs with CC award ensuring progress to achievement of GPICS standard and Service Specification.</p> <p>Support clinical education teams to obtain PG certificate in Education</p>	<p>ODN Team</p> <p>ODN Board</p> <p>ICB</p> <p>Clinical Teams</p> <p>WY Workforce Transformation</p> <p>NEY Improvement Academy</p>	<p>Annual</p> <p>Annual</p> <p>Sept 2023</p>

				<p>Support digital Step competency roll out</p> <p>Deliver rehabilitation conference</p> <p>Explore feasibility for delivery of a regional ACC conference</p> <p>Review ACC AHP provision and highlight gaps</p> <p>Deliver 2 x ODN leadership courses for RNs in ACC</p> <p>Undertake MDT critical care staff safety climate survey in all units and provide feedback</p> <p>Support PNA role in ACC through provision of access to training places, sharing of resources and PNA forum</p>	<p>Critical Care Course</p> <p>Providers</p> <p>Network forums</p> <p>WYAAT</p>	<p>Dec 2023</p> <p>May 2023</p> <p>May 2023</p> <p>Annual</p> <p>Sept 2023</p> <p>Oct 2023</p> <p>On going</p>
4.	Quality: Improve quality, safety experience and outcomes	Deliver a comprehensive approach to driving continuing improvement and ensure the national ACC Service specification and standards are being met by all providers within the Network.	Delivery of high quality, equitable and effective critical care services	<p>Carry out unit peer review visits and review trust action plans</p> <p>Collect, monitor, benchmark and report ACC global measures data</p> <p>Develop and deliver annual benchmarking audit plan</p> <p>Carry out Rehab gap analysis in line with National ACC Rehabilitations Outcomes programme. This includes follow up clinic provision</p> <p>Support Critical Care Outreach Teams to undertake the Quality and Operational Standards for the Provision of Critical Care Outreach Services self- assessment and identify gaps for improvement</p>	<p>ODN</p> <p>Clinical Teams</p> <p>Executive Teams</p> <p>Network forums</p>	<p>Annually</p> <p>Quarterly</p> <p>April 2023</p> <p>March 2024</p> <p>June 2023</p>
5.	Collaboration: Working together at local, system and national level	Engage with and promote collaboration across local systems, to ensure effective network function.	Effective collaboration and engagement with stakeholders	<p>Continue quarterly CAB , senior nurse meetings, outreach and rehabilitation forums, transfer forum, PNA forum and benchmarking group</p> <p>Engage with ICB and establish governance and reporting arrangements</p> <p>Engage with WYAAT as required</p> <p>Continue engagement with critical care cell and regional workforce leads</p> <p>NEY ACC ODN Quarterly meetings and joint project working</p> <p>Attendance at national working groups and national meetings ODN Managers, CC3N, and dissemination of information</p>	<p>ODN Team</p> <p>Network forums</p> <p>ODN Board</p> <p>ICB</p> <p>SRO WYCCODN</p> <p>WYAAT</p> <p>NHSE Specialised Commissioning</p> <p>NEY ODNs</p>	<p>On going</p> <p>March 2024</p> <p>Quarterly</p> <p>On-going</p>

6.	Transformation: Plan sustainable services that meet the needs of all patients	Identify areas for service improvement; provide clinical leadership for proposals for service change and reconfiguration. Support systematic adoption of innovation and research findings in clinical practice.	Identification of planning priorities	<p>Present ACC capacity modelling project as required to ICB to inform future planning priorities</p> <p>Carry out unit peer review visits and review trust action plans. Provide summary of findings to ICB to inform future plans and risks to WY critical care services</p> <p>Establish links with research network</p>	ODN Team Clinical Teams NHSE Specialised Commissioners ICB WYAAT	<p>March 2024</p> <p>March 2024</p> <p>April 2023</p>
7.	Population health: Assess need, improve health, reduce inequalities	Support system-wide delivery of preventative health programmes, identifying, and addressing gaps in service provision and inequalities in access, experience, and outcomes.	<p>Improve rehabilitation and follow up provision for critical care patients</p> <p>Ensure sufficient critical care capacity to meet the needs of the local population over the next 10 years</p>	<p>Deliver rehabilitation conference for W&SYBCC staff</p> <p>Capacity Modelling Project to be used to inform individual Trust & ICB plans for changes to critical care capacity accounting for ONS predictions for WY population up to 2029</p>	ODN Team Rehab forum Clinical Teams ODN Board ICB NHSE Specialised Commissioning	<p>May 2023</p> <p>As required</p>