



NHS

Critical Care Network
East Midlands

Network Summary Report

2023-24



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Foreword

The East Midlands Critical Care Operational Delivery Network (ODN) is an essential component of the healthcare system in the East Midlands. The ODN brings together healthcare professionals from various disciplines, including critical care doctors, nurses, therapists and other healthcare professionals, to improve the delivery of critical care services across the region.

The ODN is responsible for supporting quality within critical care services, ensuring that patients receive the appropriate care and treatment, regardless of where they are located within the East Midlands region. Through collaboration and partnership working, the ODN is able to facilitate the sharing of best practices, innovations, and expertise between healthcare providers, which ultimately leads to improved patient outcomes.

The East Midlands Critical Care ODN is a shining example of how collaboration and coordination can improve patient care and outcomes. The dedication and commitment of the healthcare professionals involved in the ODN is truly inspiring, and their efforts have undoubtedly made a significant impact on the lives of countless patients and their families.

This report provides a brief summary of Network activity and achievements over the last year and we are proud to showcase the achievements of our Network in facilitating seamless access to appropriate care and treatment for the sickest patients in our region.



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Executive Summary

This report outlines the outcomes and key achievements of the East Midlands Critical Care Network (EMCCN) over the past 12 months, highlighting its efforts to enhance the quality and equity of patient care in critical care settings.

The EMCCN aims to ensure high-quality patient care by minimizing variation in critical care delivery and optimising care pathways. Operating as an Operational Delivery Network within the NHS, the Network collaborates to provide equitable, timely, and safe critical care across the East Midlands.

Key Achievements 2023-24

The Network has Board-defined objectives and workplans, aligned with the Network Service Specification introduced in July 2023. The primary functions include capacity and demand management, resource allocation, workforce development, quality improvement, collaboration, transformation, and population health.

A summary of the key achievements are detailed below:

System Integration and Capacity Management:

- Embedded the DOS and NCDR systems for daily capacity monitoring and staffing insights.
- Continued to support capacity management through daily calls and ACCOTS service support.
- Initiated development of a dashboard for better monitoring and analysis.

Peer Review and Self-Declaration:

- Continued formal peer review and self-declaration with a new scoring format.
- Identified common themes like ENT pathways, discharge delays, and nursing education.
- Highlighted good practices, including wellbeing schemes, therapy team expansion, and frontline staff engagement.

Transfer Trolley Project:

- Finalised the procurement and delivery of patient monitors, with deployment of the trolley starting in June 2024.

Workplan and Strategy:

- Reviewed and updated the 2023-25 workplan in line with the new service specification.
- Launched the Critical Care Nurse Education, Training, and Development Strategy in July 2023.
- Developed and delivered a critical care fundamentals course and facilitated a mini conference for staff competency development.

Financial Position 2023-24

The Network ended the financial year with a surplus of £110,832, a reduction of £43k from the previous year due to unfulfilled schemes. Total income was £422,368, with expenses amounting to £464,964, resulting in a net position of -£42,596. The 2022/23 carry-forward amount was £153,428, leading to a final outturn of £110,831.

Quality Service Improvement

The Quality Service Improvement (QSI) group continued its quarterly meetings to drive positive change, with plans to support a Network-wide project in 2024/25.

Future Priorities 2024-25

Quality Assurance: Continue self-declaration and peer review processes and develop an information dashboard.

Workforce and Training: Implement the training strategy to support staff development.

EPRR: Review local unit and Network surge plans.

Maternity Care: Develop maternal critical care training opportunities and support a maternal MDT involving Critical Care.

Engagement with Stakeholders: Maintain engagement with members and stakeholders, particularly ICSs, and establish a Patient and Public Representative.

The Network continues to demonstrate its commitment to continuous improvement and collaborative efforts to enhance critical care services across the East Midlands.

Introduction

This report outlines the outcomes and key achievements of the East Midlands Critical Care Network (EMCCN) over the past 12 months, highlighting its efforts to enhance the quality and equity of patient care in critical care settings.

Background

The aim of the Network is to assure the quality of patient care by reducing unwarranted variation in critical care delivery and enhancing pathways. Members of the Network work collaboratively to ensure that all patients within the Network who require critical care receive safe equitable access to the best care possible, in the most suitable environment, at the most appropriate time. The East Midlands Critical Care Network functions as an Operational Delivery Network in the NHS to improve the experience and outcomes for patients.

Summary of Key Achievements 2023-24

The work within the Network is driven by its members through the Board via the Network Objectives and Workplan. These Objectives and Workplan are linked to the below functions and from July 2023 the new Network Service Specification¹:

1. Plan and Manage Capacity and Demand
2. Resources
3. Workforce
4. Quality
5. Collaboration
6. Transformation
7. Population Health

Over the last 12 months, the Network have embedded the use of the DOS and NCDR systems. The systems are used daily to understand the Network capacity, at capacity calls as well as at times of pressure to understand what areas are struggling/have capacity. The systems also provide insight into staffing levels as well as treatment and discharge delays. The next 12 months will see the Network develop a trend dashboard from this data in order to better understand and predict peaks in activity.

The Network continues to provide support to members with capacity management and resilience of the East Midlands Critical Care capacity. This has been achieved through daily capacity calls and supporting the ACCOTS service and units with referrals. The calls are twice a week and have been increased as and when required e.g. through industrial action.

The formal Peer Review and Self-Declaration process continued through 2023-24 with a new scoring format to support better completion and easier comparison between units. The self-assessments allowed units to identify good areas of practice and areas for improvement whilst the peer reviews allowed for a deep dive of any particular areas that the unit wanted to focus on. In all instances, the visits were conducted in an open, transparent and honest way with great engagement from the units involved.

There were a number of identified themes that were common to most units including:

- Issues with ENT Pathways
- Delayed Discharges
- Nursing staff education levels

¹ Adult Critical Care Network Service Specification (2023) <https://www.england.nhs.uk/wp-content/uploads/2024/03/spec-comm-acc-clinical-network-specification-PRN231101.pdf>

The process also identified the following good practice and opportunities for shared learning:

- Continuation and embedding of wellbeing schemes – sports days, access to psychology support,
- Expansion of therapy teams
- Engagement with front line staff through different methods e.g. the use of MS Sway
- In summary it was felt the process was a great success for all those involved and certainly helped strengthen links between the Network and the units.

The Transfer Trolley project entered its final stages; after problems with the supplier of the patient monitors, a procurement was undertaken with a contract awarded to a new supplier. All the items were delivered before year end meaning that trollies will be ready for deployment from June 2024.

The workplan for 2023-25 was reviewed and updated in line with the new Network Service Specification.

The Critical Care Nurse Education, Training and Development Strategy was launched in July 2023. A baseline audit has been completed and the results have been shared with the lead nurses and educators of the network. The strategy has been well received by the nurse educators of the Network and has been shared nationally to other networks on request. Additionally, this has been presented RCN Education Forum National Conference and an abstract has been accepted to share this work at the Intensive Care Society's State of the Art Congress.

A Critical Care fundamentals course has been developed and delivered via MS Teams to staff across the Network to support the theoretical knowledge required to complete CC3N's Step One competencies. Evaluations from the course were positive and the Network is exploring how to run this programme again.

The Network facilitated a mini conference in March (with two more duplicate dates planned) to support band 5s working in the Network to complete their step 1,2 and 3 competencies. This was well evaluated by the attendees, with over 100 staff booked to attend the next two dates.

Financial Position 2023-4

The Network ended the financial year with a surplus of £110,832 a reduction of £43k from last year's surplus. The reason for this was that a number of schemes put into place for 2023/4 failed to come to fruition.

A summary is below:

Income	
SLA NHS England	£372,391
SLA Burton	£35,000
Other Income	£8,306
Conference Sponsorship	£6,671
Total Income	£422,368
Expenses	
Pay	
Core Team	£172,438
Secondments	£152,946
Secondment Out	£22,947
Total Pay	£348,331
Non-Pay	
Total Non-Pay	£116,634
Total Expenses	£464,964
Net Position 2023/24	-£42,596
2023/24 Carry Forward	£153,428
Final outturn	£110,831

Quality Service Improvement 2023-24

Quality Service Improvement (QSI) has seen a continuation of the progress made in 2022-23. The group meets every quarter to discuss a hot topic which includes presentations from units, discussions and actions. It acts as the key driver for the Network to support positive change. In addition, the feedback from these meetings is always very positive.

Looking ahead a plan has been developed to support a Network wide project for 2024/25 as well continuing to support the QSI agenda in local units.

Patient Participation and Involvement

Patient and Public Involvement (PPI) has reduced since the main PPI representative having to stepped down in 2022. Since then, the Network Manager has been seeking alternative replacements and continues to work on re-establishing PPI representation.

Future Priorities

The Network has five main priorities for 2024/25; these are:

Quality Assurance

Continue with the self-declaration and peer review processes

Develop an information dashboard for the Network

Workforce and Training

Enact the training strategy to continue to support staff development

EPRR

Review local units and Network surge plan

Maternity Care

Develop a programme of maternal critical care training opportunities

Support the creation of a Maternal MDT involving Critical Care

Engagement with Stakeholders

Continue to engage with members and stakeholders to achieve Network members objectives specially ICSs.

Establish a Patient and Public Representative within the Network