

A stylized white line-art illustration of an ambulance on a blue background. The ambulance has a green heart rate line on its side. A green line extends from the ambulance towards the right edge of the page.

Network Summary Report 2023-24

A decorative green line graphic at the bottom of the page, consisting of a horizontal line that steps up and then continues horizontally.

Organisation	Operational Delivery Networks
Document Purpose	Guidance
Title	East Midlands Major Trauma Network Summary Report 2023-24
Author	Craig Esberger
Date and Version	June 2023
Linkages	Network Objectives and Work Plan 2023-25
Circulation	Provider/Acute Trusts Commissioner organisations NHSE&I Midlands Specialised Commissioners
Description	This report provides a brief summary of network activity and achievements during the previous 1-year planning cycle. The report supports other documents for assurance. Further information signposted in this report is available from the Network Office.
Point of Contact	Craig Esberger
Contact Details	Craig Esberger Senior Network Manager East Midlands Critical Care and Major Trauma Networks East Midlands Ambulance Service NHS Trust Nottinghamshire Division Headquarters Beechdale Road Nottingham NG8 3LL craig.esberger@emas.nhs.uk

Foreword

The East Midlands Major Trauma 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 doctors, nurses, therapists and other healthcare professionals including managers, to improve the delivery of trauma services across the region.

The ODN is responsible for supporting quality within Major Trauma 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 Major Trauma 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 12 months of the planning cycle and we are proud to showcase the achievements of our Network in facilitating seamless access to appropriate care and treatment for patients in our region.



Craig Esberger

Senior Network Manager

East Midlands Major Trauma ODN



Dr Adam Wolverson

Network Medical Lead

East Midlands Major Trauma ODN



Contents

Foreword	3
Executive Summary	5
Introduction	7
Background	7
Summary of Key Achievements 2023-24	7
Financial Position 2023-24	8
Quality Service Improvement 2023-24	8
Patient Participation and Involvement	9
Future Priorities	10



Executive Summary

This report summarises the outcomes and key achievements of the East Midlands Major Trauma Network (EMMTN) for the 12 months ending March 2024, covering the financial year 2023-24.

The EMMTN aims to ensure high-quality trauma care by minimising unwarranted variation in delivery across pre-hospital, in-hospital, and rehabilitation phases. The Network collaborates to provide equitable, timely, and safe trauma services throughout the East Midlands, functioning as an NHS Operational Delivery Network to enhance patient experiences and outcomes.

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:

Strengthened Engagement:

- Enhanced links with nearly all Trusts engaged, though engagement with Integrated Care Systems (ICSs) remains challenging.

Data Management:

- Supporting the launch of the National Major Trauma Registry (NMTR) post the TARN incident


Self-Assessment and Peer Review:

- Developed a self-assessment and peer review process for pre-hospital providers and Trauma Units, to be launched in May 2024.

Rehabilitation:

- Prioritised rehabilitation by addressing large waits for complex trauma patients and spinal injury patients.
- Supported preparation for the opening of the National Rehabilitation Centre in summer 2025 which is expected to improve rehabilitation access and patient flow.

Repatriations:

- Audit revealed significant delays, with repatriations taking 1-17 days and multiple calls needed.
 - Agreed to trial a streamlined process to improve repatriation times.
- 

Secondary Transfers:

- Initiated an audit to identify themes and develop a checklist to guide Trauma Units before sending patients to the Major Trauma Centre.

Education:

- Arranged two Advanced Trauma Nursing Courses (ATNC) and funded 22 places for the Trauma Care After Resuscitation (TCAR) course.
- Plans to develop an accredited level 2 trauma course for the Network.

Financial Position 2023-24

The Network ended the fiscal year with a surplus of £110,832, down £43k from the previous year due to unfulfilled schemes.

Quality Service Improvement (QSI) 2023-24

The QSI role was extended to focus on repatriations and secondary transfers due to issues identified through audits:

Patient Participation and Involvement

The Network has a strong relationship with a Patient and Public Involvement (PPI) representative and plans to onboard two additional representatives in 2024.

Future Priorities 2024-25

Quality Assurance: Develop robust self-declaration and peer review processes for the Major Trauma Centre and improve repatriation and secondary transfer processes.

Data Validity: Understand the NMTR database and use it for service improvement.


Workforce and Training: Enhance staff retention through training and developing an education strategy by March 2025.

Network Team Enhancement: Expand the Network Team to support the Service Specification.

Continuation of Support: Continue assisting stakeholders with capacity, resilience, queries, and quality improvement.

Engagement with Stakeholders: Maintaining engagement with stakeholders to meet Network objectives. Also collaborating with other Networks to improve rehabilitation pathways.

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



Introduction

This report outlines the outcomes and key achievements of the East Midlands Major Trauma Network (EMMTN) 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 delivery of major trauma care including pre-hospital, in-hospital and rehabilitation. Members of the Network work collaboratively to ensure that all patients within the Network who require trauma services receive safe equitable access to the best care possible, in the most suitable environment, at the most appropriate time. The East Midlands Major Trauma 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

The membership and team have continued to strengthen their links with the members of the Network with now nearly all Trusts engaged. Engagement with ICSs continues to be challenging however this issue is not unique to this Network and is an issue across most Networks in the country.

Data has been one of the more challenging areas in the past 12 months especially since an incident took the TARN database offline. It's successor the National Major Trauma Registry (NMTR) has been launched and the Network has been supporting the go live of this.

The Network developed a self-assessment and peer review process which will be launched in May 2024 to the pre-hospital providers and Trauma Units. The work for the Major Trauma Centre will continue into 2024.

¹ Major Trauma Network Service Specification (2023) <https://www.england.nhs.uk/wp-content/uploads/2024/03/spec-comm-major-trauma-clinical-network-specification-2023-PRN231106.pdf>

Rehabilitation remained a high priority for the East Midlands MT Network throughout 2023/24 and will continue to be in 2024/25. The network's Rehabilitation Director has worked to develop networks and relationships across all professions and our clinical colleagues continued to work collaboratively with NHSE to ensure our patients' rehabilitation needs were identified. Unfortunately, there continued to be large waits across the region for access to rehabilitation, especially for complex major trauma patients who did not have a brain injury and spinal injury patients.

The new National Rehabilitation Centre is due to open in summer 2025 and will be the country's first national centre of excellence for rehabilitation. This will be linked to our Major Trauma Centre and will set a new standard for rehabilitation and widen access for patients which should positively impact our major trauma network by not only providing increased access to rehabilitation for our patients but also improve flow through the system by admitting rapidly from acute hospital beds across the East Midlands Region.

We will continue to work on rehabilitation pathways to ensure they meet the needs of our patients and are fit for purpose in line with demand and capacity for our region.

At the mid point of the 2023-25 workplan, the plan was overall on track. It has been reviewed and updated in line with the issued Network Service Specification.

Financial Position 2023-24

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 of expenditure is below:


Quality Service Improvement 2023-24

The Network Board agreed to extend the QSI role in to 2023-24. It was decided to initially focus on repatriations and secondary transfers due to anecdotal evidence of issues.

Repatriations

Timely repatriation of patients back to their local Trauma Unit (TU), or other appropriate local facility is key to the availability of resources in the Major Trauma Centre (MTC) to allow the immediate admission of patients requiring MTC level care at the time of their injury. This should be within 48 hours which is in keeping with National Repatriation Guidance.

An audit was conducted covering a 13 month period and this demonstrated that there were significant issues with the repatriation processes including

- Repatriations taking between 1-17 days
 - Up to 17 calls to arrange repatriations
 - Some hospitals declining patients over the weekends
 - Patients being declined for repatriation
- 

- Being bounced between different specialties at the TU's

This data was presented to the Steering group and it was agreed that this was unacceptable.

It was agreed to trial a process whereby the MT case managers will send an email to the TU lead on the day of decision to repatriate rather than days down the line when we start to experience delays.

This data is being captured "live" on the MT database. The QSI Lead is also the Network representative on the NUH repatriation group. This has brought benefits around issue escalation and sharing of knowledge and expertise.

The EMMTN repatriation SOP has begun a review process with the aim to create an up to date procedure and policy in 2024/25.

Secondary Transfers

The audit for all secondary transfers coming into the MTC also began.

The purpose of this is to identify any themes and to form a group once the data has been collected to develop a Network "checklist" to help direct the TU's prior to sending patients.

The outcome of the audit will be presented to Clinical Steering Group where next steps will be agreed.

Education


The QSI Lead is also an accredited the Advanced Trauma Nursing Course (ATNC) instructor. This is a level 2 trauma course for nurses and AHP's and nationally there are shortages of places for these types of courses. Two ATNC courses have been arranged to be undertaken in 2024/25.

The Network has also funded places on the TCAR course (Trauma Care After Resuscitation). 22 places have been allocated to staff across all of the TU's and at the MTC.

Going forward, the Network has aspirations to develop our own accredited level 2 trauma course.

Patient Participation and Involvement

The Network has an established relationship with a PPI representative who is actively involved with the Network and its meetings. They provide valuable insight to how services can be improved for patients. Two further representatives were approached following the 2023 major trauma conference and will be on boarded in 2024.



Future Priorities

The Network has 6 main priorities for 2024/25; these are:

Quality Assurance

Develop a robust self-declaration and peer review process for the MTC

Improve the repatriation and secondary transfer processes

Data Validity

To understand the new NMTR database and seek ways to use this information to inform service improvement.

Workforce and Training

Enhance retention through training of staff by support access to courses such as ATNC.

To develop a fit for purpose education strategy to cover the Network members by March 2025

Enhancement of the Network Team

Expand and enhance the Network Team to support achievement of the Network Service Specification

Continuation of Support

Continue to support members with capacity, resilience, queries and quality and service improvement.

Support NHSE and ICSs with rehabilitation matters

Engagement with Stakeholders

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

To work with other Networks to enhance rehabilitation pathways with a joint working and economies of scale approach and mindset.

