

Date: 4<sup>th</sup> November 2021

To: see Circulation list

## **Update: North West Paediatric Operational Delivery Networks**

As joint hosts we are delighted to inform you that formal establishment of the Paediatric Critical Care, Surgery in Children and Long Term Ventilation ODN is progressing well. Once again, thank you for supporting the ODN whilst it operated informally prior to April 2021. The ODN is now part of the North West wide collection of formal children's ODNs which includes the Children's Major Trauma ODN, the Neonatal ODN, the Congenital Heart Disease ODN with new Children and Teenage and Young Adults Cancer ODN (in development). These ODNs are nationally mandated and bring together regional stakeholders including providers, commissioners and patients to realise change across complex systems of care in order to improve care quality and outcomes for children and young people across the North West. ODNs have three main functions:

1. Increasing operational effectiveness and consistency
2. Improving care
3. Managing patient flows

The geographical footprint of the North West paediatric ODNs is Cheshire and Merseyside, Greater Manchester, Lancashire and South Cumbria, North Wales, and the Isle of Man. The Paediatric Critical Care, Surgery in Children and Long Term Ventilation ODN will work collaboratively with all parts of the system including NHSE and local commissioners, ICSs, patient representatives, primary, secondary, and tertiary providers, and Neonatal and Adult ODNs whenever there are shared agendas to improve the care of children and young people.

The immediate ODN priorities over the next 3-6 months include:

- The development of the formal governance and board arrangements for the ODN and its functions and securing equitable representation across the region.
- Supporting and enabling ICS / system recovery programmes for children requiring surgery that have already commenced and ensure their contribution to regional equity across specialist and general surgery.
- To lead the management of the comprehensive North West Winter / RSV Surge plan and the delivery of Paediatric Critical Care and High Dependency Care capacity which meets forecast scenarios of demand within the plan.
- To scope transformation priorities for the ODN in relation to the Paediatric Critical Care and Surgery in Children National Review and GIRFT reports.
- Ensuring equity of access to critical care is supported through the correct pathways of care utilising appropriate escalation channels.
- Engage with all stakeholders in the North West region on the ODN and establish key connections between local systems and NHSE led reviews including the provision of paediatric critical care and neonatal services.
- Development of the ODN 'network of networks' which support standardised pathways, improved quality, safety, education and training within the scope of the ODN.

### **For Action: Paediatric Critical Care, Surgery in Children and Long Term Ventilation (PCC / SiC / LTV) ODN representation**

Following the appointment of the ODN leadership team (Appendix 1), we are requesting membership for the ODN groups which will govern the ODN and the delivery of its functions. Representation will

be equitable across the North West and the ODN will integrate operational delivery through a blend of ODN led supporting oversight groups and ICS / system level groups and networks already either in place already and / or in development. Members of the ODN board and the ODN oversight groups will be expected to act in the accordance with the ODN operating principles and actively participate in meetings taking responsibility for actions and communicating effectively within their own organisations.

The ODN Operating principles are to:

- Improve access to services at the right time
- Provide care closer to home
- Improve operating consistency
- Reduce variation and improved outcomes
- Increase productivity

The ODN functions will be delivered through the following groups:

### **North West PCC / SiC and LTV ODN Board**

The primary concern of the ODN Board is strategic oversight to facilitate, through ODN activity, the development and delivery of the ODN annual plan, evaluate progress and ensure alignment to patient needs, national and regional priorities, and pressures. It will identify and monitor strategic aims, align service development to national and local priorities and ensure identification of future needs to maintain and improve patient access and equity of service delivery to the required standards. The senior leadership of the ODN – clinical, nursing and operational, will be part of the board membership along with NHSE, ICS and patient representatives.

**ICS leads are requested to nominate an individual who will act as the system representative on the ODN Board.**

### **Oversight Group for each ODN speciality (PCC, SiC and LTV)**

Each of these groups will be chaired by the ODN speciality clinical lead(s). The purpose of the group is to bring together clinical, nursing and / or operational representatives from across NW Trusts to deliver improvements in service quality, pathways, training and competencies, service development and equity of access including access to research. These groups will also have a lead role for the evaluation of GIRFT and peer reviews using them to drive improvements noted above. The group will strive to improve the quality of care in the North West including improving the child and their families experience.

**NW Medical Directors, Directors of Nursing and Chief Operating Officers are requested to nominate individuals who will represent their Trust in each of the three ODN oversight groups.**

### **Operational steering groups (C&M, GM & L&SC)**

A number of ICS level Operational Steering Groups for paediatric services and / or women and children's services already exist. The ODN speciality oversight groups will initially work with members and the ODN board to understand these and how best to align work so that the ODN plan is delivered with minimal duplication of groups and meetings.

**Please confirm your nominations by Friday 19<sup>th</sup> November to the PCC SiC LTV ODN Director, Joanna McBride ([Joanna.McBride@mft.nhs.uk](mailto:Joanna.McBride@mft.nhs.uk)).**



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We look forward to working with you in the future development of these ODNs and children's PCC / SiC and LTV services and thank you for your support in this exciting new venture.

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**Appendix 1:**

**Paediatric Critical Care, Surgery in Children and Long Term Ventilation ODN North West Team**

Network	Post	Name
PCC/SIC/LTV ODN	Network Director	Joanna McBride
Paediatric Critical Care	Joint Clinical Lead	Jon McViety
Paediatric Critical Care	Joint Clinical lead	Ben Lakin
Paediatric Critical Care/Surgery in Children	Lead Nurse	Lucy Allton
Surgery in Children	Joint Clinical Lead	Sujata De
Surgery in Children	Joint Clinical lead	Cath Doherty
Long Term Ventilation	Joint Clinical Lead	Stewart Wilkinson
Long Term Ventilation	Joint Clinical lead	Clare Halfhide
Long Term Ventilation	Lead Nurse	Elaine O'Brien
Major Trauma	Joint Clinical Lead	Naomi Davis
Major Trauma	Joint Clinical lead	Bimal Mehta
Major Trauma	Lead Nurse	Caroline Rushmer
ODN	Network Manager	Mike Wafer
PCC/SIC/LTV ODN	Data Manager	Vacant
PCC/SIC/LTV ODN	Project Support Officer	Jo Birkmyre



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Andrew Bibby, Regional Director of Health & Justice and Specialised Commissioning, NHS England  
Joanna McBride, NW PCC SIC LTV ODN Director  
Andrea Myerscough, Director of Operations, Royal Manchester Children's Hospital & Managed Clinical Services  
Adam Bateman, Chief Operating Officer, Alder Hey Children's NHS Foundation Trust  
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Elaine O'Brien, NW Long Term Ventilation ODN Lead Nurse  
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Cath Doherty, NW Surgery in Children Joint Clinical lead  
Stewart Wilkinson, NW Long Term Ventilation Joint Clinical Lead  
Clare Halfhide, NW Long Term Ventilation Joint Clinical Lead  
Naomi Davis, NW Major Trauma Joint Clinical Lead  
Bimal Mehta, NW Major Trauma Joint Clinical Lead  
Mike Wafer, Network Manager  
Chief Nurses/Directors of Nursing NW DGHs  
Medical Directors NW DGH's  
Rachael Barber, Acting Medical Director, Royal Manchester Children's Hospital  
Ass Professor Nicki Murdock, Medical Director, Alder Hey Children's NHS Foundation Trust  
Adrian Hughes, Deputy Medical Director, Alder Hey Children's NHS Foundation Trust  
Julia Birchall-Searle, Director of Nursing, Royal Manchester Children's Hospital & Managed Clinical Services  
Nathan Askew, Chief Nursing Officer and AHP/HCP Lead, Alder Hey Children's NHS Foundation Trust  
Nicola Adamson, Head of Acute Strategy & Transformation, Specialised Commissioning North West  
Vanessa Wilson, Programme Director - Women's and Children's Services SRO for L&SC LMS  
Dani Jones, Director of Strategy and Partnerships, Alder Hey Children's NHS FT  
Adam Hebden, Associate Director of Strategy, RMCH  
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Carole Hodgkinson, Head of Commercial Management, NHS England and NHS Improvement North West  
Phil Rigby, Service Specialist Women and Children's Services, NHS England  
Louise Weaver-Lowe, NW Neonatal ODN Director  
Network Directors (NW) Adult Critical Care  
ICS Medical and Nurse Leads – Greater Manchester, Cheshire and Merseyside, Lancashire & South Cumbria  
Members of NW Paediatric Critical Care Network  
Members of the NW Shadow Surgery in Children Board  
Members of the NW Children's Major Trauma Network  
Sarah Riley, Director of Finance, Royal Manchester Children's Hospital  
Helen Fieldsend, General Manager, Royal Manchester Children's Hospital  
Laura Armistead, Unit Director PCC, Royal Manchester Children's Hospital  
Ross Craigie, Clinical Director Surgery, Royal Manchester Children's Hospital  
Kent Thorburn, Clinical Lead PCC, Alder Hey Children's NHS Foundation Trust  
Steve Playfor, Clinical Lead, PCC Royal Manchester Children's Hospital



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