

Neurosurgery Specialised Clinical Network

Establishment Workplan

April 2024-March 2025




Context and Purpose

- The North West Neurosurgery Specialised Services Clinical Network is a collaborative NHS Network in its establishment phase
- This document describes the Network's Aims and Objectives for 2024-25 and is an establishment plan
- The Network has a single priority: **establish the Network**
- As a new Network, there is a limited structure, this plan should be considered indicative of the work required to achieve the priority, but it **has not been validated by the Network Board or external stakeholders**
- As the establishment progresses through stakeholder engagement, plans will mature, assumptions resolve, and outcomes may vary from those originally stated


2024/25 Priority and Aims

- The Network has a single priority: **establish the Network**
- To achieve the priority, the network will focus on two aims:
 1. Set the Structure, Strategy, and Annual Plan
 2. Realise the Neurosurgery Transformation Programme value and outputs in the SSCN Strategy
- We will know we are successful with three outcomes:




Structure

A functioning Network Operating Model accountable to a credible Network Board, with the right people and resources to make effective decisions and meet the seven Network Functions



Strategy

A multi-year shared Neurosurgery services vision and evidence-based ambition strongly supported by stakeholders aligned with the Neurosurgery Transformation Programme, NHS Triple Aim, and the region's health plans



Annual Plan

A plan, agreed upon with stakeholders, for the Network which sets the specific objectives and deliverables for 2025/26 contributing to the strategy and making the best resource investment

Current Position (April 2024)

- A Network Manager is in post (from mid-January 2024)
- National guidance ([Network Specification](#), [Network Evaluation Tool](#), and [Transformation Toolkit](#)) are published
- The Neurosurgery Transformation Programme is transitioning to a business-as-usual function within Networks, overseen by the Clinical Reference Group
- A National Low Volume High Complexity (LVHC) Commissioning model [has been published](#) with the expectation that Networks adopt the model
- There is engagement between the Network Manager and NHS member organisations
- There is stakeholder support to begin two groups to deliver the plan's objectives

Network Specification Indicators

- The [National Network Specification](#) sets a series of Network Performance Indicators
- In combination, the aims, objectives, and deliverables described in this plan will ensure the Network is compliant with these indicators by April 2025
- The Network Specification Indicators RAG Analysis illustrates the current (April 2024) compliance to indicators.
- For this plan, a summary measure has been set to evidence compliance. These measures are broad references to the indicators. In all cases, detailed contributing deliverables and measures are included in the work plan

Network Specification Indicators RAG Analysis

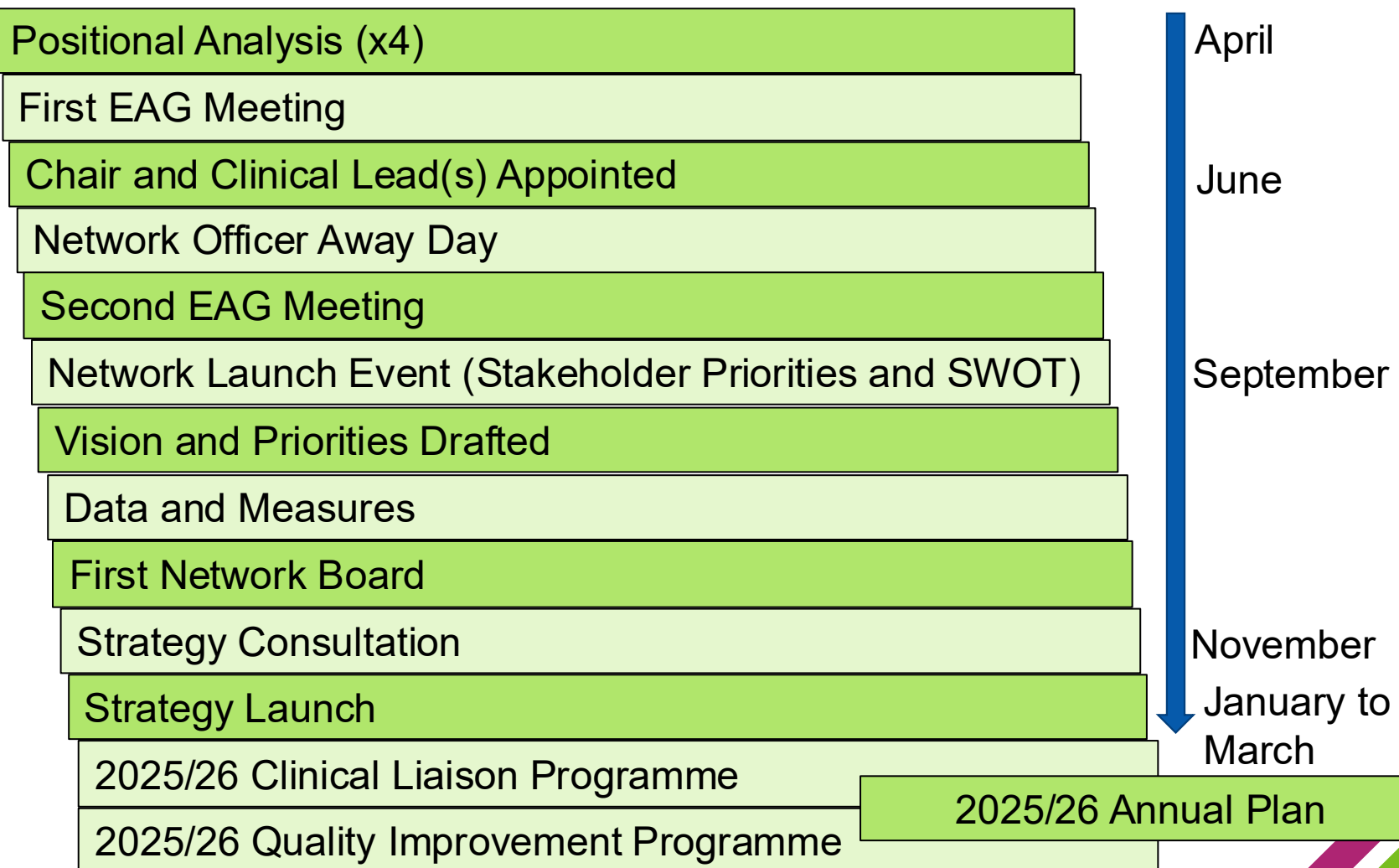
Indicator	Status	Target	Summary Measure
There is an appropriate network management team in post with the skills to deliver the specification	Amber	Green	Management team in place
The network board meets at least three times per year, is quorate, and minutes, actions and risks are recorded	Red	Green	Network board in operation
As appropriate to the network specification, there are regular network specialist Multi-Disciplinary Team (MDT) meetings (or equivalent)	Amber	Green	Clinical Governance programme in place
There are IT facilities in place that enable communication across the network, supporting image transfer and remote participation in the MDT	Amber	Green	Operational Governance programme in place
There is an annual workplan agreed with the network's commissioners	Red	Green	2025/26 workplan published
There is an agreed plan for PPV engagement	Red	Green	Operational and Clinical Programmes include approaches to these plans
There is an analysis of the service needs of the population served by the network, a gap analysis and a plan, agreed with the network's commissioners to meet those needs	Red	Green	
There are network agreed patient pathways, procedures and protocols	Red	Green	
There is an analysis of workforce requirements and a plan, agreed with network members to meet these requirements	Red	Green	
There are arrangements (for example passporting) that enable workforce flexibility between providers within the network	Red	Green	
There is an analysis of training needs, and an annual network training plan agreed with network members	Red	Green	
There is an analysis of the network's data and information needs and a plan, agreed with network members to meet these requirements	Red	Green	
There is a network agreed research strategy including access and participation in clinical trials	Red	Green	Operational and Clinical Programmes consider approaches to these plans
The annual workplan includes at least one quality improvement initiative	Red	Green	2025/26 workplan published
An annual report is produced, summarising the work of the network and its outcomes. The report includes a financial statement	Red	Green	2024/25 annual report published
The network participates in the national network of networks	Amber	Green	Meeting attendance records

2024/25 Stakeholder Engagement Roadmap

The roadmap shows the iterative engagement steps with stakeholders towards achieving the 2024/25 Priority to **establish the Network**

Combined Positional Analysis Published

The combined positional analysis is critical in directing this work and the first milestone.



Establishment Plan

- The following pages form the detailed establishment plan
- Two groups, supported by the Network Management Office are responsible for delivering the Aims

Establishment Advisory Group

- To Make key decisions to establish the Network

Low Volume High Complexity Steering Group

- To adapt, integrate, and implement the LVHC model

- The plan indicates how objectives contribute to which outcome

Establishment Plan

Aim	1. Set the Structure, Strategy, and Annual Plan		
Objective	Evaluate options and make long-term strategic decisions to establish the Network		
Outcomes Contribution	Structure	Strategy	Annual Plan
Responsible Group	Establishment Advisory Group		

Deliverables	Target Completion Date	Actions	Success Measure(s)
Agree on a Combined Positional Analysis	July 2024	<ul style="list-style-type: none"> • Create individual provider analysis • Stakeholder discussion and comparison • Data and BI inclusion • Review • Combine into one analysis 	Combined analysis published
Agree on an investment plan	May 2024	<ul style="list-style-type: none"> • Validate financial position • Requirements and needs analysis • Costed Options 	Investment plan agreed
Develop Data and Business Intelligence capabilities	September 2024	<ul style="list-style-type: none"> • Data requirements assessment • Costings, procurement, and contracting 	Data and Business Intelligence services agreed upon and contracted for
Develop Network role profiles	July 2024	<ul style="list-style-type: none"> • Draft job descriptions and responsibilities 	Job descriptions agreed
Advertise Network Roles (Chair and Clinical Leadership)	September 2024	<ul style="list-style-type: none"> • Advertise roles through TRAC 	Roles advertised

Establishment Plan



Aim	1. Set the Structure, Strategy, and Annual Plan		
Objective	Establish the inaugural Network Board		
Outcomes Contribution	Structure	Strategy	Annual Plan
Responsible Group	Establishment Advisory Group		

Deliverables	Target Completion Date	Actions	Success Measure(s)
Develop a Terms of Reference	September 2024	<ul style="list-style-type: none"> Recruit Chair Set Standard Operating Policy Draft Terms of Reference Consult stakeholders 	Terms of Reference Agreed
Appoint a Chair and Deputy Chairperson	July 2024	<ul style="list-style-type: none"> Assemble panel Short list and interview Contract/Employ 	Chair and Deputy in post
Recommend a first Agenda and Meeting Structure	September 2024	<ul style="list-style-type: none"> Recruit Chair Hold a launch event Develop a reporting cycle with clinical leads and data 	First Network Board held

Aim	1. Set the Structure, Strategy, and Annual Plan		
Objective	Set a constitution and standard operating policy		
Outcomes Contribution	Structure	Strategy	Annual Plan
Responsible Group	Establishment Advisory Group		

Deliverables	Target Completion Date	Actions	Success Measure(s)
Provide expert advice and endorse recommendations to the Network Board	September 2024	<ul style="list-style-type: none"> Draft Constitution and Standard Operating Policy Consult with stakeholders 	Constitution and Standard Operating Policy Ratified by the Network Board

Establishment Plan

Aim	1. Set the Structure, Strategy, and Annual Plan		
Objective	Engage and motivate stakeholders		
Outcomes Contribution	Structure 	Strategy 	Annual Plan 
Responsible Group	Establishment Advisory Group		
Deliverables	Target Completion Date	Actions	Success Measure(s)
Be a strong Network advocate and information contact	March 2025	<ul style="list-style-type: none"> Maintain communication with EAG members through briefings and regular meetings Clarify communication responsibilities in the Standard Operating Policy 	EAG members regularly communicate with stakeholders from the providers they represent
Signpost stakeholders to Network resources	March 2024	<ul style="list-style-type: none"> Develop FutureNHS workspace All EAG members register for access 	FutureNHS workspace in place with full membership registration
Support the production of a Network Launch Event	September 2024	<ul style="list-style-type: none"> Create a task and finish group Develop agenda and speakers 	Network Launch Event held
Recommend to the Network Chair a draft Letter of Establishment	September 2024	<ul style="list-style-type: none"> Draft Letter 	Letter sent

Establishment Plan

Aim	2. Realise the Neurosurgery Transformation Programme value and outputs in the SSCN Strategy		
Objective	Adapt, integrate and implement the Low Volume High Complexity Commissioning model in the Network		
Outcomes Contribution	Structure	Strategy	Annual Plan
Responsible Group	LVHC Steering Group		

Deliverables	Target Completion Date	Actions	Success Measure(s)
Interpret and map the model to the Network	September 2024	<ul style="list-style-type: none"> Survey providers Collect and compare protocols and policies Validate activity data Gap analysis between model and current state 	Current state report and recommendations
Where appropriate, submit expressions of interest to host Level 3 and 2 speciality MDTs	TBD – dependent on NHS England PoC	<ul style="list-style-type: none"> Understand interest and business case for provision Develop validation and proposal process 	Expressions of interest submitted
Assess and redefine pathways to meet model standards	March 2025	<ul style="list-style-type: none"> Develop shared protocols and policies Establish new, joint MDTs and collaborative working 	Pathways redefined where appropriate
Establish an assurance and clinical effectiveness programme	March 2025	<ul style="list-style-type: none"> Define requirements and plan 	Assurance and clinical effectiveness programme in development