



Annual Report

2022-23



Contents

- [Foreword](#)
- [Executive Summary](#)
- [Board & Inter Regional Group](#)
- [Deliverables](#)
- [Audit and Quality Improvements](#)
- [Contributions to Partner Projects](#)
- [MSN for Neurosurgery Team](#)
- [Contact](#)



Foreword



Miss Jennifer Brown
MSN Neurosurgery Emeritus
(Former National Clinical Director)

When adjacent units collaborate, patients win. When adjacent units compete, patients lose. In our passion and enthusiasm for our specialty, we need to keep this perspective. The MSN was formed to promote equity of access and standardisation of quality among four very different neurosurgical units and their paediatric neurosurgery counterparts in Scotland.

In ten years of involvement with the MSN, the last (nearly) eight as National Clinical Director, I have come to believe very strongly that MSN's most important role is in keeping communication open between these units. COVID challenged all of us and sometimes hit all of us at once so that the mutual support we envisaged at the beginning wasn't often possible. On the other hand, sharing of best practice, joining efforts together to make a stated case for resources, working to keep emergency services going 24/7 throughout (even on Christmas Day) and keeping trainees progressing through their programmes and exams taught us the extent to which we share common goals. Planned and elective care suffered despite our efforts and there is still much to do.

New governance structures described in this report will help to demonstrate progress with these goals as we try to rebuild and redevelop services in the presence of a hefty backlog of elective care. I have confidence that the additional weight that competitive relationships could bring to neighbouring units, will not burden our units or distract from this endeavour partly because of the collaborative relationships forged through the challenges of prolonged pandemic conditions.

I would like to thank all of those who have supported the MSN through its first fourteen years and me personally through my roles as Paediatric Lead and then National Clinical Director. I wish the Executive and the wider MSN Team every success in continuing to build.



Executive Summary

Welcome to the Managed Service Network for Neurosurgery 9th Annual Report, for the period 2022-23. The Network is collaborative in approach; working across Scotland to support the planning, design and delivery of an integrated, holistic, person centred care service. This report outlines progress of the MSN for Neurosurgery deliverables, focusing on key achievements.

The Network has continued to work alongside key partner organisations on the delivery of the extensive program of work, delivering key results and achievements, outlined in this report.

The MSN Executive were grateful for the opportunity to meet with the Deputy Chief Medical Officer as part of our annual programme of review to outline this position.

The Network successfully re-prioritised the deliverables mid-year, reflecting the capacity and priorities of our stakeholders. This enabled progress to continue on the re-prioritised deliverables while simultaneously allowing a critical analysis of the Network Governance Framework and Structure, which has formed part of the deliverables of 2023-24.

The team would like to pay particular tribute to Miss Jennifer Brown, Consultant Neurosurgeon, and National Clinical Director for the Network and Lynda McKie, the former National Network Manager. Their collective visions and energy helped bring significant successes to national programmes of improvement in Paediatric and National Neurosurgery Services, and we wish them both well.

The Network extended a warm welcome to Niko Triantafillou as Project Support Officer, Ashley Strickland's change of roles to Audit Facilitator and Vaughan Statham who took post as National Network Manager in December 2022.



Board & Inter Regional Group



Board

Managed Service Network for Neurosurgery - Board, Chaired by Gary Jenkins (Chief Executive, State Hospital Board for Scotland) meets triennially.

The aim of which is to provide national strategic leadership and advise NHS provider and referring Health Boards, and other partners, in relation to the delivery of health and social care services in Neurosurgery by utilising audit and quality improvement initiatives and up-to-date evidence in line with strategic local, regional and national NHS priorities.



Inter Regional Group (IRG)




The Inter Regional Group, Chaired by Mr David Bennett (Consultant Neurosurgeon, NHS Tayside) meets bi-monthly.

The aim of the group is to work across geographical and organisational boundaries to support the planning, design and delivery of an integrated, holistic, person-centred care across provider and referring NHS Health Boards.

Deliverables






Governance and Structure

Deliverable 	Progress/Next Steps 	Benefits 
<p>Design and implement a work plan of deliverables for the Network</p>	<p>Achieved:</p> <ul style="list-style-type: none">• Revised deliverables approved by the Board. <p>Next steps:</p> <ul style="list-style-type: none">• Align capacity and resources to successfully achieve deliverables.	<p>Enabling the Network to prioritise, allocate resources aligned to capacity and manage interdependencies and provide an accountability to stakeholders on the delivery of the work plan within agreed time scales.</p>
<p>MSN for Neurosurgery Governance Framework</p>	<p>Achieved:</p> <ul style="list-style-type: none">• Open dialogue with Scottish Government, National Service Division, NHS Lanarkshire and Board Chair <p>Next steps:</p> <ul style="list-style-type: none">• Develop options appraisal paper.	<p>Provide a framework for effective board oversight, bringing authority and accountability to the Network, with performance and financial monitoring mechanisms in place. Provide stakeholders with transparency on Network activity and reporting structures.</p>

Deliverables



Governance and Structure

Deliverable 	Progress/Next Steps 	Benefits 
<p>Develop and implement a Strategy for the Network</p>	<p>Achieved:</p> <ul style="list-style-type: none">• Draft complete. <p>Next steps:</p> <ul style="list-style-type: none">• Update pending outcomes from revised Governance Framework.	<p>Defined governance, vision and mandate. Supporting achievable objectives with clear benefits.</p>
<p>MSN for Neurosurgery Information Governance Framework</p>	<p>Achieved:</p> <ul style="list-style-type: none">• Dialogue with NHS Lothian and NHS Lanarkshire on Information Governance requirements. <p>Next steps:</p> <ul style="list-style-type: none">• Information Governance Framework document• Review of staff alignment arrangements.	<p>Assurance that legislation is adhered to in the safe and effective management of patient information.</p>



Audit and Quality Improvement

The Managed Service Network for Neurosurgery performs two audits concurrently each year.

- The ARCO audit (Annual Review of Consultant Outcomes) is performed annually on routinely collected hospital Inpatient Discharge data. Automated data collection takes place via the standard Clinical Coding method for inpatient stays, and data is then linked nationally with other clinical databases by Public Health Scotland (National Record of Scotland and the Cancer registry) to provide a complete patient record. This bank of data provides an opportunity for analytical parameters to be routinely audited, and Neurosurgical Clinical Standards to be measured against.
- The CAPNA audit (Clinical Audit of Paediatric Neurosurgical Activity) was derived from a requirement for the MSN Neurosurgery to compile a National Paediatric Operative Database to contain data for outcome measures for Neurosurgical inpatients under the age of 16.

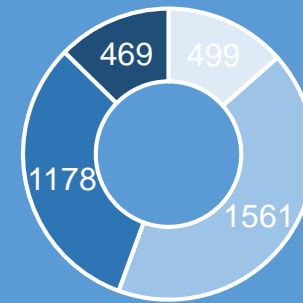


Audit and Quality Improvement

There were over 4000 surgical cases performed on over 3500 patients by 41 Neurosurgeons in 2022. All deaths within 30 days of surgery, and an additional random 10% of cases were audited. Each Consultant was audited individually due to the diversity of their surgical skillset. A high rate of accuracy in the data is reported.

There will be a full data audit report published in the Autumn of 2023. This will include 15 months of data (Jan '22 – Mar '23) to align the reporting period to the financial year.

Number of Patients (2022) by Provider Health Board






■ Grampian ■ GG&C ■ Lothian ■ Tayside

Deliverables



Audit & Quality Improvement

Deliverable 	Progress/Next Steps 	Benefits 
Annual Review of Consultant Outcomes (ARCO) data analysis and reporting scope	<p>Achieved:</p> <ul style="list-style-type: none">• Data supplied from Public Health Scotland. <p>Next steps:</p> <ul style="list-style-type: none">• Audit team to perform 10% audit on patient outcomes data, and all deaths.	External data source reduces bias 10% Sample size ensures a good representation of patient population, and a cross section of all consultants in each board.
Clinical Audit Paediatric Neurosurgical Activity (CAPNA) data analysis and reporting scope	<p>Achieved:</p> <ul style="list-style-type: none">• Data collection almost complete. <p>Next steps:</p> <ul style="list-style-type: none">• Merging of 4 regional databases into 1 national database.	Ensures correct procedures are performed in the correct location. Collects patient transfer information between sites.
Review data request agreement and financial arrangements with Public Health Scotland	<p>Achieved:</p> <ul style="list-style-type: none">• SBAR approved on enhanced reporting options. <p>Next steps:</p> <ul style="list-style-type: none">• Options appraisal on costings and automated process in progress.	Enhanced reporting, cost savings with automated process and capacity gains within audit facilitators team.

Deliverables



Standards & Pathways

Deliverable



Review and update Neurosurgical Standards 2010

Identify and develop audit instructions and quality improvement processes, aligned with revised Neurosurgical Clinical Standards

Progress/Next Steps



Achieved:

- **Standards Review Short Life working group successfully completed the review and updated.**
- **Inter Regional Group have approved the revised standards.**

Next steps:

- **Ratification of the Standards by the Board.**

Achieved:

- **Standards to be audited against have been identified.**

Next steps:

- **Correlating Audit instructions to be written**
- **Timescales for audit programme to be finalised.**

Benefits



Provide a framework of auditable measures which will ensure that wherever a patient is treated in Scotland, their access to care and calibre of service will be similar and of the best possible quality.

Provide the ability for clinical teams, to identify an issue and implement quality improvements to interventions resulting in; efficiencies of practice, improvements in patient care and patient satisfaction.

Deliverables



Education and Workforce



Allied Health Professionals

Deliverable



Training and Education Needs Analysis

Review by sub speciality AHP pathways

Progress/Next Steps



Achieved:

- **Draft TNA questionnaire on MS Teams.**

Next steps:

- **Approval by IRG.**
- **Circulation to Nursing teams.**

Achieved:

- **A compilation of current pathways completed.**

Next steps:

- **Review per AHP subspecialty.**

Benefits






A comprehensive insight into the national training and development needs of staff working in Neurosurgery.

To improve quality of care, effectiveness and productivity across care pathways

Deliverables



Research & innovation

Deliverable 	Progress/Next Steps 	Benefits 
Provide a platform for prospective Neurosurgical Projects	Achieved: <ul style="list-style-type: none">• Projects presented to the Network were assessed and potential development opportunities identified. Next steps: <ul style="list-style-type: none">• New prospective National Registry to be presented to IRG.	Optimising Neurosurgical care outcomes through Research and Innovation.
Development of prospective Neurosurgical Projects	Achieved: <ul style="list-style-type: none">• Identified National Endoscopic Skull Base Registry project to be developed. Next steps: <ul style="list-style-type: none">• Develop standardised data points, establish local and national workflows.	Improvements in Neurosurgical practice, governance, and development of national working, standardising lower volume surgery improvements.
Provide opportunities for stakeholder-driven research and innovation	Achieved: <ul style="list-style-type: none">• Identified goal of a 'Research and Innovation Day'. Next steps: <ul style="list-style-type: none">• Plan and deliver calendar of meetings to present projects and report on results.	Professional development of clinicians at all levels, innovation in care delivery.

Contributions to Partner Projects



MSN for Neurosurgery Team



Jennifer Brown
National Clinical
Director
Up to March 2023



Vaughan Statham
National Network
Manager



Denise Pentland
Clinical
Coordinator



Niko Triantafillou
Programme
Support Officer



Ashley Strickland
Audit Facilitator



Matthew Beven
Audit Facilitator



Neeta Patel
Audit Facilitator



Nicki Boyd
Audit Facilitator



If you would like to find out more about MSN for Neurosurgery, please contact the team on MSN.Neuro@nhslothian.scot.nhs.uk or visit www.msn-neuro.nhs.scot