

**National Retrieval Group  
NORS Mobilisation  
October 2018**

## **1. Action**

For information. This paper provides an overview of incidents relating to NORS mobilisation and the process and actions in place to monitor and learn from issues that have been reported.

## **2. Background**

Since the beginning of January to the end of August 2018 there have been a total of 28 incidents relating to mobilisation of NORS teams reported via the ODT incident submission portal and reported to Clinical Governance.

There are multiple reasons for the reporting of NORS mobilisation issues including:

- Delays in teams arriving at donor hospitals due to organising flights
- Lack of planes and pilots to transport NORS teams
- UK wide donor activity leading to unavailability of NORS teams
- Mobilisation of NORS team to a donor then second team arrive to use NRP/OCS

None of the recorded incidents have to date resulted in the non-retrieval or loss of organs.

NORS mobilisation incidents submitted through Clinical Governance reporting route are reviewed and monitored by the Commissioning and Clinical Governance Teams. A new process called 'Deep Dive' has been established to examine complex mobilisation issues to ensure there is adequate learning from situations and the quality of the service is improved for families and donor hospitals. Submissions of mobilisation issues are actively encouraged so numbers and type of incidents are monitored, and trends captured.

## **3. Update on actions for NORS mobilisation incidents**

**Rapid Improvement Event** – A Rapid Improvement Event (RIE) was held in March 2018 to review and streamline the mobilisation process, to establish clarity around key timings such as muster and return to base timings.

Following the RIE a single process document has been developed to be introduced in September for use by Hub Operations, SNODs and Recipient Coordinators to clarify and centralise the mobilisation process. A questions and answer document has also been produced to aid the decision-making process for NORS mobilisation.

A single identified point of contact within Hub Operations is now responsible for the mobilisation of NORS teams. This new initiative aims to improve communication between the Hub staff, SNODs, NORS team and transport providers to streamline the mobilisation process.

**Deep Dives** - To enable greater learning from mobilisation issues a process of 'deep dive' reviews have been established with the first meeting held in April 2018

The Commissioning and Clinical Governance teams review reported mobilisation issues and pick one where there is the greatest potential to learn and an action plan is developed once the root causes have been identified. NORS deep dive review meetings are held approximately every 8 weeks with follow up telecoms to discuss action outcomes

The 'deep dive' sessions are attended by members of the Commissioning and Clinical Governance teams, Hub operations and SNODs. To date 3 'deep dive' meetings have been held and examined the following issues in depth:

- Delayed mobilisation of NORS team due to activity and poor weather conditions. The delays in this case led to a complaint from the Critical Care Unit. The causes and actions from this incident have already been fed back to the Clinical Retrieval Forum and a member of the Commissioning Team attended the Critical Care Consultants meeting at the donor hospital in August and fed back the findings and actions taken. The reasons for the delay in this incident was due in part to the prolonged activity of the scouting process meaning the team could not be mobilised when required. Poor weather was a second factor preventing the travel of the team because of the closure of airports. As an action scouting activity will be collated and has been added to the NORS Calculator. The impact on Scout activity on NORS mobilisation will continue to be monitored and reviewed as necessary
- Delayed mobilisation of NORS team due to activity and lack of available flights. The review was undertaken to ensure the correct teams had been mobilised and to examine if anything different could have been undertaken. Actions included to review the process for teams reporting back to base and how Hub Operations estimate time of back to base on the calculator. SNODs now inform Hub Operations of when the team has left theatre and an estimated time of when the team should be expected to be back at base has been added to the NORS calculator. Further actions around improving the communication between Hub Operations and transport providers is ongoing with a workshop planned for October.
- Investigation of a NORS team who had attend five retrievals over one weekend. Actions from the review included to improve the information and communication for NORS teams who have attended several retrievals in a short space of time. Teams who are unable to attend back to back retrievals must inform Hub Operations on returning to base and this will be captured and monitored by the Commissioning Team and NRG.

**Meetings with the Associate National Clinical Lead for Organ Retrieval** – regular weekly meetings, which commenced in August, are now held between the Associate National Clinical Lead for Organ Retrieval, Hub Operations and the Head of Commissioning Development to review NORS mobilisation incidents to gain clinical input and aid the decision making and learning for the Hub Operations team.

Author  
Mark Roberts  
Head of Commissioning Development

Approved  
Karen Quinn  
Assistant Director Commissioning

