

# Sustainability and Certainty in Organ Retrieval (SCORE)

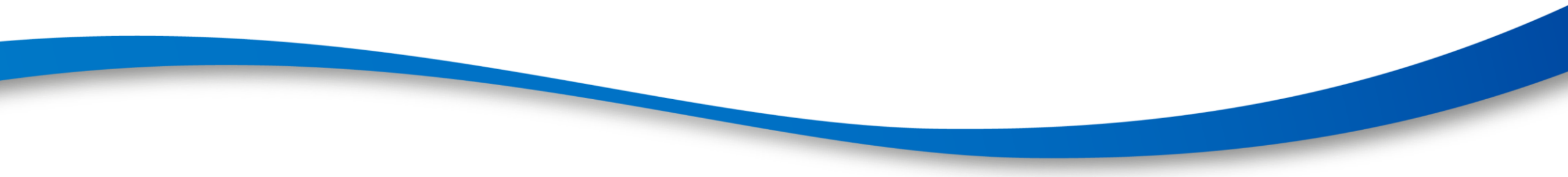
Cardiothoracic Advisory Group - Lungs

26<sup>th</sup> July 2023

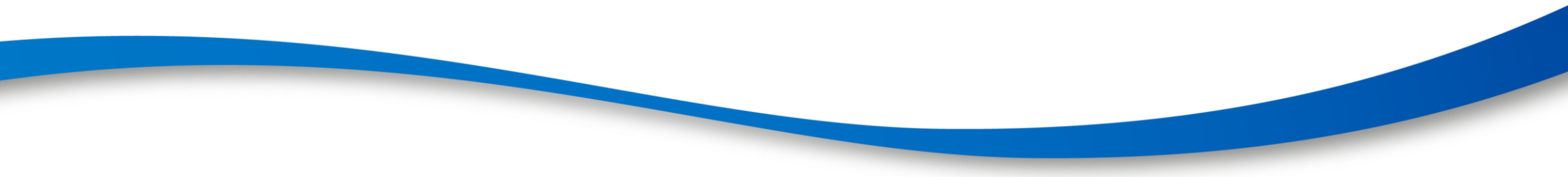
Professor Derek Manas

A decorative graphic at the bottom of the slide consisting of two overlapping blue wavy shapes that create a sense of movement and depth.

# Challenges across the Pathway

- **Changing Donor Population:** *Older, increased obesity, increase in DCDs*
  - **Maintaining Improved Utilisation:** *Increased complexity as practice and technology advances*
  - **Donation Process:** *Increased complexity leading to lengthening of process*
  - **Recipient Complexity:** *Complex patients having high risk procedures during night-time*
  - **Workforce Fragility:** *Impacts from COVID-19, understaffing and fatigue leading to less resilience*
  - **Funding:** *There will be no additional funding – we have less money to do more*
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# Current Situation

- Retrieval operations are now more often during the day, impacting on emergency and elective operating lists
  - NORS Team deployment much later in the 24 hours duty period
    - Teams leave at 4 am and are often out 4-12 hours after shift end
  - Transplants increasingly performed overnight (paediatric liver tx – enormous challenge across multiple teams)
  - Current model; ‘as fast as possible’ = zero predictability
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# Service Improvement Opportunities Identified

Engagement with clinical colleagues through PIG and a NORS Future stakeholder event in January 23 has identified a number of service issues and opportunities for improvement.

Clinical leaders tell us that:

- 1 The NORS service model could be re balanced in team composition and activity to better align with donation potential
- 2 Novel technology needs to be standard practice across all retrieval teams to improve organ quality and utilisation
- 3 The service is fragile and fatigued. Planned elective retrievals would provide certainty for activity along the pathway, enabling better workforce planning.
- 4 Improvements in donor assessment and testing would reduce the number of occasions cardiothoracic teams are mobilised to non-proceeding activity or delayed.
- 5 There is an opportunity to review streamlining NORS mobilisation to level out team activity



# SCORE Programme

SCORE Programme has been set up to plan, design and deliver the changes

## Initial focus:

- Reduce operational pressure on the system stemming from inefficiencies and uncertainty in the donation pathway
- Provide certainty through planned elective windows for retrieval, without restricting super urgent cases, allowing better workforce planning along the deceased donation pathway.
- Re-design the retrieval service model to optimise capacity against donation potential
- Identify areas where recruitment, retention and development can be improved
- Ensure service sustainability for NRP and DCD Hearts, then support future innovation, new techniques and technologies to increase organ quality and preservation.

***Our mission is to provide a safe, certain, and sustainable retrieval service across the UK to honour our donors' decisions and maximise organ utilisation to increase the number of recipients receiving life-saving transplants.***

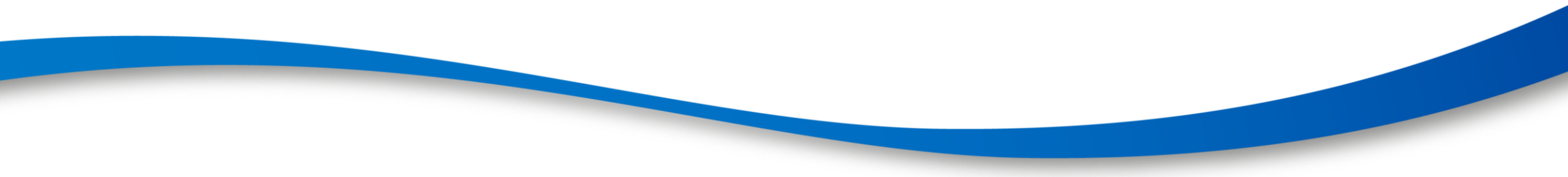




# 5 Key pillars have been identified

<p>1</p> <p><b>Increase the certainty of donor potential</b></p>	<p><b><i>Increase certainty of donor potential and alleviate pressures on clinicians and hospital resources</i></b></p> <ul style="list-style-type: none"> <li>• Support donation colleagues to explore options for enhanced specialist screening of potential donors prior to NORS mobilisation, reducing the occurrences of unnecessary NORS mobilisation alleviating pressures on clinicians and hospital resources</li> <li>• Explore potential to relieve pressure on out of hour laboratory services through predictable elective retrieval</li> </ul>
<p>2</p> <p><b>Achieve financial sustainability</b></p>	<p><b><i>Increase productivity to maximise system efficiencies</i></b></p> <ul style="list-style-type: none"> <li>• Deliver a plan that realigns operating costs within affordability, ensuring stability for future growth</li> <li>• Deliver system efficiencies – achieve more for less</li> </ul>
<p>3</p> <p><b>Develop a future model for NORS delivery</b></p>	<p><b><i>Modernise our operations to improve resilience and sustainability</i></b></p> <ul style="list-style-type: none"> <li>• Provide a foundation for sustainability through planned elective surgery periods for retrieval</li> <li>• Review alignment of retrieval capacity to the greatest donation potential</li> <li>• Selective service re design to address variations in team activity</li> </ul>
<p>4</p> <p><b>Commission a sustainable framework for perfusion technology</b></p>	<p><b><i>Collaborate with partners to develop and scale new services for the NHS</i></b></p> <ul style="list-style-type: none"> <li>• Secure sustained investment to maintain and scale capabilities for ANRP and DCD Heart and protect current levels organ donation and utilisation</li> <li>• Develop a joint commissioning approach to all new novel technologies as part of the UK retrieval service</li> </ul>
<p>5</p> <p><b>Enable a sustainable NORS workforce and community of practice</b></p>	<p><b><i>Invest in people and culture to ensure a high performing, inclusive National Organ Retrieval Service</i></b></p> <ul style="list-style-type: none"> <li>• Improve the attractiveness of NORS through certainty of working hours to support recruitment and retention</li> <li>• Enhance existing clinical forums to share experiences and learning to further develop a community of practice</li> </ul>

# What this means for Donation

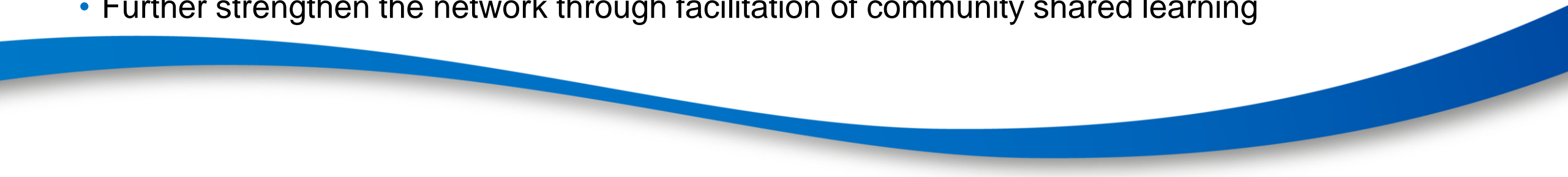
- Formation of a donation workstream to review:
    - DCD PTA assessment
    - DBD cardiothoracic screening
    - Advanced donor characterisation and optimisation
  - Funding for 2 x band 7 fixed-term service delivery posts to support this
  - Aim to reduce the number of NORS mobilisations to DCD PTA, remove non-essential offering and to reduce the length of time taken for CT offering
  - Review of donation pathway to identify other areas in support of increased predictability of retrieval timings
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# What this means for NORs

## Formation of a NORs Service Model Workstream

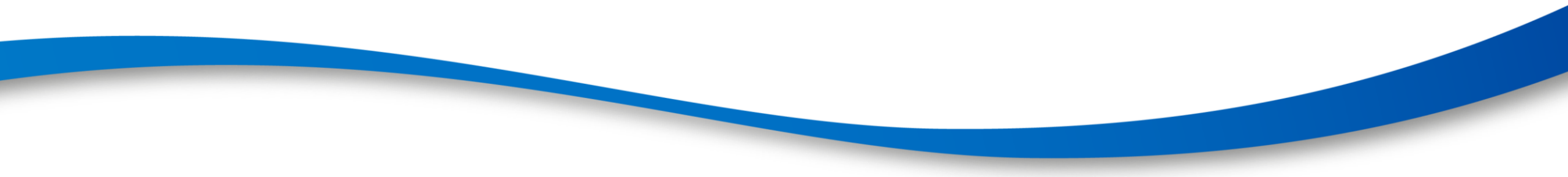
- Move to certainty of surgery timeframe for retrieval
- Align retrieval capacity to the greatest donation potential
- Selective service re design to address variations in team activity

## Formation of a NORs Workforce Workstream

- Provide more predictable working patterns to reduce workforce planning pressures
  - Identify best practice models for NORs staffing
  - Increase local Trust awareness and acknowledgement through formal service recognition
  - Further strengthen the network through facilitation of community shared learning
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# What this means for the Transplant Community

- More predictable transplant activity in day-time hours (complex and paediatric surgery)
  - Better utilisation as more of the MDT present during day-time hours
  - More predictable working hours
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# SCORE Programme

## SCORE Programme Board:

Programme Director: Karen Quinn

Accountable Executives: John Richardson/Debbie Macklam

Programme Manager: Jonathan Green

### Donation

Workstream Leads:  
Liz Middlehurst/Ian Thomas

Increase certainty of  
donor potential



### NORS Service Model

Workstream Leads:  
Ian Currie/Sarah Beale

Increase pathway  
efficiency and  
certainty of retrieval



### Support Services

Workstream Leads:  
Mark Roberts/Chris Johnston

Review support  
services and  
contracts to ensure  
operational alignment



### NORS Workforce

Workstream Lead:  
Marius Berman/Cecelia McIntyre

Support Trusts/Health  
Boards to attract,  
develop and retain an  
expert NORS workforce



### Engagement

Workstream Lead: Phil Walton (Interim)

Define and manage the  
communication and  
stakeholder engagement plans



### Business Case

Workstream Lead: Jonathan Green

Deliver a business case  
including strategic, economic,  
financial and management  
appraisal



### Commissioning

Workstream Lead: Emma Billingham

Ensure that the NORS contract is  
fit for purpose in light of approved  
SCORE recommendations



**Performance & Analytics:** Lisa Mumford and Jo Allen - data analytics to simulate and evaluate service model options and impact

**Finance** NHSBT Finance Lead: Sharon Gibson - Financial modelling of service options to demonstrate efficiency gains and affordability

# Next Steps

- Sustainability and Certainty in Organ Retrieval (SCORE) Programme Board has been set up under NHSBT governance with a wide range of Stakeholders
  - Programme Board have approved the structure of Workstreams
  - Workstreams are being formed to lead on each element of development
  - Initial scope and definition planning phase this year
  - Detailed design planning phase next year
  
  - Contact the SCORE Programme Team via: **SCORE@nhsbt.nhs.uk**
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