



**SCOTTISH  
TRAUMA  
NETWORK**

# Strategic Framework 2024-2027

# Introduction

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Trauma services in  
Scotland must be fit for  
purpose, accountable  
and improve outcomes

The Scottish Trauma Network (STN) is now in its sixth year with phased implementation having begun in 2018. This initial phase is now largely complete, with the acknowledgment that not all envisaged services are in place due to fiscal constraints.

As we move into the next phase of the Network's development, we look to build on the successes achieved so far. We have a robust structure, based on the 4 regional Networks and Scottish Ambulance Service. The governance structure and sub-specialty working groups are performing well and the core ethos and enthusiasm remains strong. We also look to address those areas needing development in order to improve quality outcomes, regardless of geographical location or injuries sustained, in those unfortunate enough to suffer traumatic injury.

This strategic framework sets out what we hope to achieve in the next 3 years and beyond. It has been shaped by the 23/24 external peer review process of the STN and stakeholder engagement at local, regional, national and government level.

Whilst all the goals highlighted in this framework are important, I believe there are 3 essential areas requiring short and long-term development: education, pre-hospital care provision and rehabilitation services.

Despite the significant pressures facing NHS Scotland we must remain optimistic. Often adversity breeds innovative and imaginative solutions. The goals we have set ourselves are achievable if we work collectively together with a shared vision. This strategic framework aims to provide that vision.

# The strategic context

The Scottish Trauma Network was commissioned in 2017 with the mission of 'saving lives, giving life back' and implementation began in 2018. Since then the network has received over £40m in funding and has put in place:

- Four regional Major Trauma Centres in the North, East, South East and West working collaboratively with the Scottish Ambulance Service
- Links with Trauma Units and Local Emergency Hospitals throughout the country
- Minimum requirements for the delivery of trauma services across pre-hospital, adult and paediatric major trauma and rehabilitation
- Key Performance Indicators for trauma services in Scotland, monitored by the Scottish Trauma Audit Group

The landscape of NHS Scotland is changing. The STN has had more than 5 years of implementation and is now bedded in as a service nationally, regionally and locally.

With a move to new national planning structures and with the backdrop of a challenging economic picture it is an opportune moment to re-examine the role of the network and its ambitions.

# The opportunity



Look towards our strengths



Align our workplan



Drive quality through education



Demonstrate our value

*Outcomes... delivered efficiently for patients... that matter to them, in a way that is as safe as is possible, and minimises the disruption to their lives.*

## National Clinical Strategy

*By measuring the outcomes... that matter, we will be able to provide treatment and care that people really value, capture the data we need... and redirect resources... to provide high value care.*

## Delivering Value Based Health and Care, 2022

# About this strategic framework

This framework will outline our vision, mission, objectives and the specific areas of delivery on which the Network will focus over the next three years.

Our aims are naturally aligned to national strategies for health and social care such as the National Clinical Strategy and Delivering Values Based Health and Care.

The STN aims to provide positive outcomes nationally for those who experience significant traumatic injury. This will be achieved through the use of national pathways to reduce variation, a highly educated workforce, a culture of continuous improvement and high quality, easily accessible data to inform that culture.

With regard to ongoing discussions about the role of networks such as the STN, we do not set out precise timescales for delivery, but rather short, medium and long-term goals across our focus areas.

# Our vision and mission

The STN exists to provide a common approach to trauma care across the whole country, to ensure that patients can be treated effectively at the most appropriate centre for them, and that treatment provides them with the best possible outcome.

Experienced senior prehospital care with rapid transfer to the most appropriate medical facility able to manage significant traumatic injuries continues to underpin the Network.

However, this alone is not enough in realising the best possible outcomes for our trauma patients. Dedicated rehabilitation integrated into the patient pathway is essential to allow those who experience significant traumatic injury to return to their lives.

*We believe that every person in Scotland who experiences a significant traumatic injury should have equity of access to major trauma services in order to achieve as good an outcome as possible*

*Saving lives,  
giving life back*

Once for  
Scotland

Person Centred

Clinically Assured

# Our strategic objectives

- Develop a 'Once for Scotland' approach to the planning, design and delivery of services, that are equitable, evidence based and aligned with current strategic local, regional and national Scottish Government, NHS, Integration Joint Board and other key stakeholders (e.g. Prison and Police services) policy, planning and service priorities. This includes support for major service change and Scottish Government national policy direction/change where required
- Support services to ensure a person centred, holistic approach to care, recognising the whole care pathway
- Develop clinically assured, evidence-based guidance to support the delivery of consistently high-quality services

# Our areas of focus



## Improved quality of care

The quality of trauma services in Scotland is continually monitored and improved with ongoing quality governance



## Enhanced trauma education and workforce development

Trauma services in Scotland are delivered by an educated and resilient workforce



## Improved equity of access to services and in the care delivered

Achieve the best outcomes for those who suffer significant traumatic injury regardless of their geographical location or the severity of their injury



## Improved data and outcomes

Trauma services in Scotland are supported by holistic data which informs improvement and gives assurance to patients, the public, staff and stakeholders

## How we can measure our progress

- Rolling peer review process
- Progress against action plans monitored at Network level
- Benchmark against revised minimum requirements
- Number of staff going through approved training
- % of rotas populated with appropriately trained staff
- Regional and local workforce plans in place
- Improved outcomes through STAG
- Adherence to regional and national guidelines
- Full establishment of rehabilitation provision
- Stakeholder engagement measures
- Patient experience
- Improved working with STAG at regional level
- Increase in available data sources
- Increase in data points available locally



## Improved quality of care

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# Our goals

## Short-term

- Revise the Network minimum requirements
- Re-evaluation of need for a nationally used rehabilitation plan
- Restructuring of STN governance framework to include
  - Oversight Board
  - Steering Group
  - Clinical Forum
  - Clinical Governance
  - Specialty Work Groups

## Medium-term

- Benchmark through peer review
- Support prevention programmes in liaison with Public Health Scotland (PHS) and other third parties
- Research programme
  - Improved involvement in national/international trials
  - Better use of our own data

## Long-term

- National Trauma App rollout
- Establish a Scottish institute for trauma sciences



# Our goals

## Short-term

- Progress workforce recommendations from peer review
- Progress regional and local workforce development plans
- Review of trauma practitioner and coordinator roles
- Available education resources for staff and patients cohorted and signposted on STN website

## Medium-term

- Agree a One Scotland Trauma Education Programme
- Nurses, Midwives and Allied health Professionals (NMAHP) and doctor competencies within an education passport that can be used throughout Scotland
  - Linked to NES
  - Linked to other training competencies
- Develop National trauma guidelines

## Long-term

- A trauma education lead in each region
- Consideration of a Scottish Centre of Trauma Education
- Development of bespoke education courses



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**Improved equity of access to services and in the care delivered**

Achieve the best outcomes for those who suffer significant traumatic injury regardless of their geographical location or the severity of their injury

# Our goals

## Short-term

- Deliver a business case for EMRS East
- Undertake a gap analysis of rehabilitation needs in all regions
- Ongoing audit of the Trauma Triage Tool with adjustment as needed

## Medium-term

- Develop the EMRS East service
- Critical Care Desk development
- Standardise access to neurosurgery for the conservatively managed Traumatic Brain Injury (TBI) throughout Scotland
- Review of national data to better inform structure of major trauma services
  - Pre-hospital teams
  - Trauma Networks
  - Adult and paediatric MTCs

## Long-term

- Enhance rehabilitation services
- Collaborate with other stakeholders to improve access to trauma radiology reporting

# Our goals

## Short-term

- Close gaps on current use of existing data
- Improve collection of patient experiences and outcomes
- Ensure STAG leads have time allocated in job plan to do role

## Medium-term

- Further develop KPIs to link with Network activity and demonstrate value
- Collect pre and post injury employment status
- Develop readily digestible infographics for clinicians and public
- Develop ability to better understand whole of patient pathway from point of injury, First hospital, main hospital and rehabilitation in order to help inform structure of STN
- Better understand current trauma patient management outwith usual trauma pathways e.g. medicine

## Long-term

- Improve collaborative working with other stakeholders including PHS
- Utilisation of other data sources including the Department of Work and Pensions (DWP)
- Close the loop regarding mechanism of injury data and prevention programmes



## Improved data and outcomes

Trauma services in Scotland are supported by holistic data which informs improvement and gives assurance to patients, the public, staff and stakeholders

# Our new governance



The Network will amend its governance to bring it into line with other national strategic networks, with the addition of an oversight board, and a new steering group focused on operational matters.

Workplans will be defined for the steering group, each of the specialist workstreams and the regions. Progress against these workplans, and associated risks will be managed at the appropriate level of governance ensuring transparency, oversight and accountability.

In addition, clinical governance and a clinical forum will dovetail into the structure to ensure the Network remains patient focused.

# Framework at a glance

We believe that every person in Scotland who experiences a significant traumatic injury should have equity of access to major trauma services in order to achieve as good an outcome as possible

Saving lives, giving life back

Develop a 'Once for Scotland' approach to the planning, design and delivery of services, that are equitable, evidence based and aligned with current strategic local, regional and national Scottish Government, NHS and IJB policy, planning and service priorities. This includes support for major service change and SG national policy direction/change where required

Support services to ensure a person centred, holistic approach to care, recognising the whole care pathway

Develop clinically assured, evidence-based guidance to support the delivery of consistently high-quality services

Network workplan

Workstream workplans

Regional workplans

Enhanced education

Improved equity

Improved quality

Improved data and outcomes

Our Vision

Our Mission

Our Strategic Objectives

Driven by Strategy

Self Generated