

Neonatal Transport Operational Delivery Network Project Board

Terms of Reference

1.0 Introduction

The Project Board will oversee the establishment of a Neonatal Transport Operational Delivery Network (ODN) for the south Wales 24 hour Neonatal Transport service, ensuring the provision of a high quality, safe and effective transport service for the population of south and West Wales.

The Project Board will also be responsible for the:

- The staffing configuration of the ODN
- The Governance structure processes for the ODN
- The development of a Clinical Operational Board
- The Clinical model for delivering the Transport service
- The operational requirements set out in the WHSSC Service Specification including single point of contact and cot bureau
- The business case for the permanent model including the operational and ODN elements

The Project Board will provide the basis for the greater involvement of clinicians (doctors and nurses) and managers in the planning, delivery, evaluation and improvement of Neonatal Transport.

The Operational Delivery Network and the permanent 24 hour service will need to be operational from the 1st of July 2022.

2.0 Objectives

The main objective of the Project Board is to develop a programme for the implementation of an Operational Delivery Network.

Detailed objectives of the Project Board are set out below.

Implementation phase:

- Ensure the development of a permanent high quality Operational Delivery Network including;
 - the Network staffing structure,

- business case for ODN resource,
- job descriptions and
- recruitment timetable
- Develop and implement the Governance structure for the ODN including;
 - Reporting structure and processes for Incident Reporting and Mortality and Morbidity reviews
 - Escalation of issues and risk
 - Maintain a risk register and issues log
- Lead on the development of a Clinical Operational Board
 - Develop terms of reference to include scope and remit
 - Develop membership
 - Advise on delivering and operating to clinically agreed service standards
- Develop the Clinical Model for the permanent 24 hour Neonatal Transport Service that meets the requirements of the WHSSC Service Specification
 - Develop business case for recurrent resourcing of the permanent 24 hour Neonatal Transport service

Once the Operational Delivery Network has been established the implementation will be driven by the structures that underpin the ODN and therefore the Group will be stood down.

Where disputes arise during the implementation of the Network between providers and this cannot be addressed at a local level this may need to be escalated to the WHSSC Joint Committee for resolution.

3.0 Membership

The Project Board comprises representatives from across organisations in south Wales. The Project Board membership reflects that the programmes is at its planning phase. Membership will be subject to review during the preparation for delivery and delivery phases of the development.

The Network Board is chaired jointly by Gareth Howells (Job Title) and Jan Worthing (Job title). This structure will remain until the permanent appointment of the Operational Delivery Network Manager.

Membership of the Network Board comprises:

- Operational Delivery Network Clinical Lead
- Clinical and managerial representative from each Health Board in the Network
- Clinical and Managerial representation from WAST
- Clinical and Managerial representation from EMRTS
- Welsh Health Specialised Services Committee (WHSSC) planning representative
- Emergency Ambulances Services Committee representative

NOTE: not all members are in place at the time of review, but will be in place as the implementation proceeds.

The Project Board will meet monthly in the first instance, and videoconferencing will be made available. Frequency of meetings will be reviewed at six months and ongoing frequency will be decided by consensus of the Board.

Whilst the configuration of the ODN is developed and recruited to, the administration support will be provided by WHSSC.

4.0 Roles and Responsibilities

Chair's Responsibilities

- Chair regular meetings in accordance with the programme requirements and timescales
- Comprise and approve agenda and papers for each Board meeting
- Ensure the Project Board develops and agrees a work plan and achieves its objectives and targets
- Conduct meetings within time and hold organisations/members to account for delivery of agreed actions
- Report on progress to the WHSSC Joint Committee

Member Roles

- Work in a collaborative way to support the delivery of an Operational Delivery Network across the region
- Contribute their specialist knowledge constructively
- Attend meetings on a regular basis
- Complete delegated actions on time
- Communicate board activity, including the distribution of network board papers, to those they represent in particular to Health Board Executive teams
- Comply with the Boards decisions and policies
- Timely completion of any declarations of interest

Administrator Role

- Provide agenda to chair 10 working days before meeting
- Distribute agenda and papers to members 5 working days before meeting
- Circulate formal minutes 10 days after meeting and after Chair's approval
- Provide action list from each meeting
- Record apologies
- Prepare reports
- Communicate correspondence papers, dates etc.
- Completes delegated actions on time
- Chase members to complete agreed actions
- Maintain up to date declarations of interest register for network.

5.0 Meeting Protocols

- Agenda items to chair 10 working days before meeting
- Papers distributed 5 working days before meeting
- Members should make every effort to attend each meeting but, in the event they are unable to attend, a representative/deputy may attend who will report back following the meeting
- A minimum of 50 per cent of board members is required for the meeting to be quorate. This will need to include the chair and the Network Clinical Lead.

6.0 Accountability, Commissioning and Reporting Arrangements

Pre ODN Phase - the Project Board will be hosted by Swansea Bay University Health Board, commissioned by WHSSC and accountable to WHSSC through a Service Level Agreement which will set out the key deliverables for the implementation phase, together with agreed broad outcome measures.

Matters that fall outside the commissioning arrangements and scope of the SLA will be reported via the WHSSC Joint Committee.

Once ODN is established– the Operational Delivery Network will be hosted by Swansea Bay UHB, commissioned by WHSSC and accountable to WHSSC through a Service Level Agreement. As the Network enters the operational phase, the SLA will be reviewed and revised, and this will include the development of key performance indicators.

6.0 Review

These terms of reference will be reviewed and ratified by the WHSSC Joint Committee.