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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	19 May 2022	Agenda Item	5.3
Report Title	Spinal Services Operational Delivery Network for South Wales, West Wales and South Powys - SBUHB Governance – Memorandum of Understanding		
Report Author	Ian Langfield, Associate Programme Director for Tertiary and Specialist Services Planning Partnership		
Report Sponsor	Richard Evans, Executive Medical Director		
Presented by	Hazel Lloyd, Acting Director of Corporate Governance		
Freedom of Information	Open		
Purpose of the Report	This report describes the proposed governance framework for the Operational Delivery Network and the hosting arrangements within Swansea Bay University Health Board (SBUHB), and seeks approval of the Memorandum of Understanding.		
Key Issues	<ul style="list-style-type: none"> ○ SBUHB has developed a hosting agreement that sets out the responsibilities of the ODN and the responsibilities of the Spinal Services Operational Delivery Network for South Wales, West Wales and South Powys (ODN) member health boards. ○ The hosting agreement takes the form of a Memorandum of Understanding (MoU) and will be signed by SBUHB as host of the ODN and all health boards within the Spinal Services Operational Delivery Network. This will include SBUHB as a provider of adult spinal surgery. The MoU is, at the time of reporting, in final draft form, subject to any further required revisions from the Welsh Health Specialised Services Committee. ○ Each health board will need to approve the MoU through their own organisational processes throughout June 2022. 		
Specific Action Required (please choose one only)	Information	Discussion	Assurance
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
			<input checked="" type="checkbox"/>
Recommendations	Members are asked to: <ul style="list-style-type: none"> ○ APPROVE the Memorandum of Understanding. Note: if there are significant changes to the ODN Service Specification following approval by WHSSC an updated MoU will be returned to the Board. 		

SPINAL SERVICES OPERATIONAL DELIVERY NETWORK – SBUHB GOVERNANCE – MEMORANDUM OF UNDERSTANDING

1. INTRODUCTION

- 1.1. This report describes the proposed governance framework for the Operational Delivery Network and the hosting arrangements within Swansea Bay University Health Board (SBUHB), and seeks approval of the Memorandum of Understanding.

2. BACKGROUND

- 2.1. Swansea Bay University Health Board has been designated as the host health board to establish and manage the Operational Delivery Network (ODN). The primary purpose of the ODN is to provide the management function for the network, to maintain and coordinate patient flow across the spinal pathway, lead the development, and coordinate implementation and delivery of standards and pathways, and promote and support cross-organisational and clinical multi-professional collaboration.
- 2.2. As a healthcare provider, Swansea Bay University Health Board will be responsible as provider of adult spinal surgery. This is **entirely separate** from the health board's responsibility as the host of the Operational Delivery Network.
- 2.3. The responsibility as the host of the ODN is essentially an employment and corporate services role along with delivery of all elements of the service specification. In this role SBUHB will be expected to provide HR support, finance support, accommodation etc. to a small team that form the ODN. The team will be managed by the Interim Associate Service Director of Morriston Service Delivery Unit, who, in this role, will be accountable to the ODN Senior Responsible Officer (SRO). It has been agreed that in the first instance the SRO will be the Executive Medical Director, to be reviewed after 6 months of the ODN operation.
- 2.4. SBUHB has developed a hosting agreement that sets out the responsibilities of the ODN and the responsibilities of the MTN member health boards in order that the service can perform to its maximum effectiveness.
- 2.5. The hosting agreement takes the form of a Memorandum of Understanding (MoU) and will be signed by SBUHB as host to the ODN and all health boards within the Spinal Services Operational Delivery Network. This will include SBUHB as a provider of adult spinal surgery. The MoU is attached at Appendix 1.
- 2.6. Welsh Health Specialist Services Committee (WHSSC) is the commissioner of the ODN and, as such, have developed a Service Specification. The consultation was conducted between the 8th March 2022 to 19th April 2022. The document is scheduled to be submitted to the WHSSC Policy Group on the 11th May to consider the consultation responses and any amendments required in order grant approval. It is not anticipated that there will be any

significant changes to the final document, however, it is important to note that if there are, there will need to be changes to the MoU.

2.7. Each health board will need to approve the MoU through their own organisational processes throughout June 2022.

3. GOVERNANCE AND RISK ISSUES

3.1. The MoU makes reference to a series of policies, as listed below.

- Clinical Governance Policy
- Data sharing agreement

3.2. These policies are currently under development by the interim network team and will be submitted to the Implementation Board for approval, then onwards to each member Health Board. Each health board is expected to adopt each policy/agreement through their own processes at or before go-live of the ODN.

3.3. It is important to note that the Spinal Services Operational Delivery Network will not have statutory responsibility for clinical governance within the ODN. Rather the ODN will be responsible for ensuring regular and complete reporting into the Network Board on clinical governance matters relating to the ODN.

3.4. The network health boards will provide the information requirement outlined in the Network Clinical Governance and Quality Improvement Structures document, enabling the ODN to be compliant with reporting requirements. All network health boards will provide confirmation to the ODN that clinical governance information and incidents have been reported to own health boards Quality and Safety Committee.

3.5. There is a small risk that SBUHB could be jointly culpable in a serious untoward incident (SUI) even if the health board was not directly involved in the provision of clinical services. This could happen if it is found that the Spinal Services Operational Delivery Network has repeatedly failed to disseminate learning following SUIs within the ODN.

3.6. To mitigate this risk the control actions within SBUHB for the ODN includes twice yearly reporting of escalated clinical governance incidents to the Quality and Safety Committee. The ODN will also report quarterly into the Senior Leadership Team (SLT) Meeting providing assurance and evidence that the service provided by the ODN is being delivered in line with expectations.

4. FINANCIAL IMPLICATIONS

4.1. The financial risk of hosting the ODN is minimal as the staff employed to operate the ODN have been fully funded. However, any long term, unexpected absence is not covered in the funding agreed. To mitigate this risk the following paragraph has been included within the MoU:

- Where there are unavoidable long term ODN staff absences (> three weeks) network member health boards will contribute to the unplanned costs of cover.

5. RECOMMENDATION

The Board is asked to:

- APPROVE the Memorandum of Understanding. Note: if there are significant changes to the ODN Service Specification following consultation an updated MoU will be returned to the Board.

Governance and Assurance		
Link to Enabling Objectives (please choose)	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	Partnerships for Improving Health and Wellbeing	<input checked="" type="checkbox"/>
	Co-Production and Health Literacy	<input type="checkbox"/>
	Digitally Enabled Health and Wellbeing	<input type="checkbox"/>
	Deliver better care through excellent health and care services achieving the outcomes that matter most to people	
	Best Value Outcomes and High Quality Care	<input checked="" type="checkbox"/>
	Partnerships for Care	<input checked="" type="checkbox"/>
	Excellent Staff	<input type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input checked="" type="checkbox"/>
Health and Care Standards		
(please choose)	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input checked="" type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input type="checkbox"/>
Quality, Safety and Patient Experience		
<p>(1) Swansea Bay University Health Board has been identified as the host health board to establish and manage the Operational Delivery Network (ODN). The primary purpose of the ODN is to provide the management function for the network, to maintain and coordinate patient flow across the spinal pathway, lead the development, and coordinate implementation and delivery of standards and pathways, and promote and support cross-organisational and clinical multi-professional collaboration.</p>		
Financial Implications		
<p>The financial risk of hosting the ODN is minimal as the staff employed to operate the ODN have been fully funded. However, any long term, unexpected absence is not covered in the funding agreed. To mitigate this risk the following paragraph has been included within the MoU:</p> <p>“Where there are unavoidable long term ODN staff absences (> three weeks) network member health boards will contribute to the unplanned costs of cover”.</p>		
Legal Implications (including equality and diversity assessment)		
<p>There is a small risk that SBUHB could be jointly culpable in a serious untoward incident (SUI) even if the health board was not directly involved in the provision of clinical services. This could happen if it is found that the ODN has repeatedly failed to disseminate learning following SUI's within the ODN. Mitigation of this risk includes regular reporting to both the health board's Quality and Safety Committee and the Senior Leadership Team.</p>		
Staffing Implications		
<p>There is a requirement within the commissioning service specification to demonstrate staffing segregation between the ODN and the Morriston Delivery Unit. This has been achieved by ensuring the ODN management are accountable to the ODN SRO.</p>		

Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)	
<ul style="list-style-type: none"> ○ Long Term – Development of the Spinal Services ODN will improve patient outcomes in both the long-term and short-term. ○ Prevention – The research element of the Spinal Services ODN will lead to improved outcomes. Also, whilst not covered in this paper there is an aspirational aspect to the ODN Work to work with all providers across the spinal pathway to review current practice and evaluate the evidence base for non-surgical and surgical interventions. ○ Collaboration – The ODN is a collaboration of all health boards in South Wales, West Wales and South Powys working together to deliver improved outcomes and experiences for patients with spinal conditions. 	
Report History	N/A
Appendices	Appendix 1 – Memorandum of Understanding