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Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	27 November 2020	Agenda Item	3.5
Report Title	Hosting Arrangements of the Lymphoedema Network Wales National Team		
Report Author	Dr Melanie Thomas, National Clinical lead for Lymphoedema in Wales		
Report Sponsor	Chris White, Director of Primary Care and Mental Health, Director of Therapies and Health Sciences and Chief Operating Officer		
Presented by	Chris White, Director of Primary Care and Mental Health, Director of Therapies and Health Sciences and Chief Operating Officer		
Freedom of Information	Open		
Purpose of the Report	<p>Swansea Bay University Health Board has been identified as the host Health Board to manage the Lymphoedema Network Wales National Team (LNWNT).</p> <p>The primary purpose of LNWNT is to provide the management function for the network, to coordinate strategic, planning and operational delivery. Embedded in Value-Based Healthcare the LNWNT will reduce waste, harm and variation as well as enhancing learning thus improving patient outcomes, patient experience and quality. The National Clinical Lead for Lymphoedema is responsible for the planning and strategic development of Lymphoedema Network Wales across NHS Wales. This paper presents the Memorandum of Understanding for information and approval of the hosting of the LNWNT.</p>		
Key Issues	<p>LNWNT have been housed in SBUHB since 2011. All of the LNWNT have contracts from SBUHB. A Service Level Agreement was in situ, but is extremely outdated. To formalise and update the process a new Memorandum of Understanding has been developed. SBUHB agreed to become the formal host in 2019 via NHS Wales CEO Joint Committee. The MoU is being discussed in Collab Exec Group 26 Aug 2020. We ask for formal approval so all budgets currently held in the NHS Wales Health Collaborative will be formally transferred to the LNWNT budget already in existence. The Deputy Director of Therapies and Healthcare Science has agreed to be accountable for the National Clinical lead for Lymphoedema in Wales. The LNWNT staff will be accountable for their performance to the National Clinical Lead for Lymphoedema in Wales.</p>		

Specific Action Required (<i>please choose one only</i>)	Information	Discussion	Assurance	Approval
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> • APPROVE the Memorandum of Understanding for the hosting of the network 			

HOSTING ARRANGEMENTS OF THE LYMPHOEDEMA NETWORK WALES NATIONAL TEAM

1. INTRODUCTION

This report will provide the information regarding the Memorandum of Understanding – Hosting Agreement for Lymphoedema Network Wales National Team (LNWNT) and Swansea Bay University Health Board (SBUHB).

Historically, SBUHB have housed the LNWNT since 2011. All team members have SBUHB contracts and are managed within Cancer Services. An outdated SLA was in existence and was updated in 2019 but a MoU was felt to be more appropriate. The Deputy Director of Therapies and Healthcare Science has agreed to be accountable for the National Clinical Lead for Lymphoedema in Wales. The LNWNT staff will be accountable for their performance to the National Clinical Lead for Lymphoedema in Wales. Lymphoedema Network Wales has won many awards for its Value-Based innovations in lymphoedema management and has been labelled an example of prudent healthcare. Wales is also recognised internationally as one of the leading countries in providing care for people with lymphedema

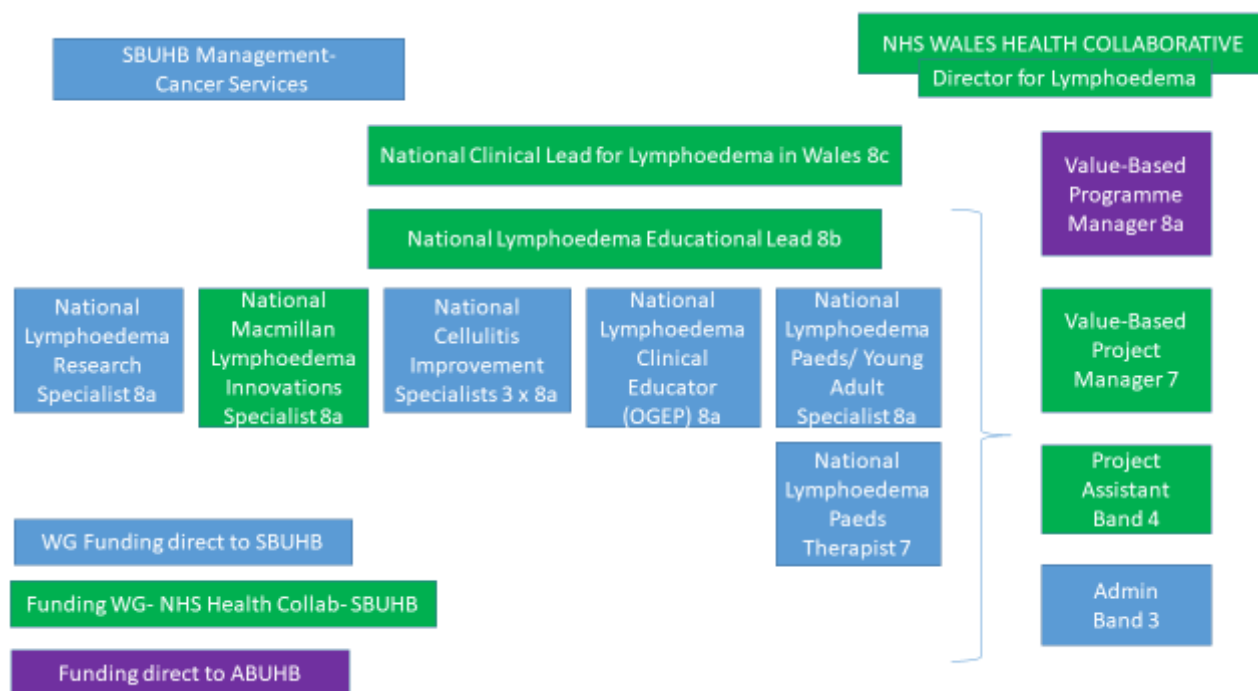
2. BACKGROUND

Swansea Bay University Health Board has been identified as the host Health Board to manage the Lymphoedema Network Wales National Team (LNWNT). The primary purpose of LNWNT is to provide the management function for the network, to coordinate strategic, planning and operational delivery. Embedded in Value-Based Healthcare the LNWNT will reduce waste, harm and variation as well as enhancing learning thus improving patient outcomes, patient experience and quality. The National Clinical Lead for Lymphoedema is responsible for the planning and strategic development of Lymphoedema Network Wales across NHS Wales.

In 2011, Welsh Government provided £1 million on a recurring annual basis to implement the [Lymphoedema Strategy](#). The majority of the aims of the Strategy are still relevant and include:

- Raise the awareness of Lymphoedema so that patients can access the right treatment by the right professional in a timely manner thereby improving outcomes;
- Improve health and wellbeing by empowering patients to maximise their own independence through coproduction;
- Develop, reconfigure and more effectively plan and manage Lymphoedema services throughout the Network in Wales;
- Reduce the risks of complications of Lymphoedema including cellulitis, falls and wounds to reduce pressure on unscheduled care;
- Integrate services across organisational boundaries; incorporating community, primary care and social services to reduce gaps in service delivery;
- Provide a comprehensive standardised approach to all patients at risk of developing Lymphoedema thereby reducing the demand on other NHS services;
- Develop and build on the current education resources available on Lymphoedema, enabling health care professionals to easily access local courses to implement in their own practice;
- Clarify the actions needed to implement Lymphoedema services across Wales and improve service delivery.

- Lymphoedema Network Wales (LNW) has been operational since 2011, delivering an equitable Lymphoedema Service for Wales. LNW is a clinical network made up of the seven Health Board Lymphoedema Services in Wales and a small Lymphoedema Network Wales National Team (LNWNT). It is this National Team that is hosted by SBUHB.
- Each Health Board Lymphoedema Service is managed by a local clinical Lymphoedema specialist and supporting staff. Overall responsibility and accountability for each Health Board Lymphoedema Service remains with the individual Health Board.
- Within the £1 million allocation, a small amount of funding was used to develop the National Lymphoedema Team – initially comprising of a National Clinical Lead and a National Lymphoedema Education Lead. Developments within the National Lymphoedema Programme have since resulted in the creation of additional posts. The LNWNT provide strategic, operational and clinical support to ensure standardisation across each Health Board Lymphoedema Service, as well as leading and initiating innovations in Value- Based Lymphoedema Healthcare programmes of work.
- Since 2011, all of the LNWNT posts have been managed and have contracts with SBUHB. All funding is either received directly to SBUHB or is provided on a monthly basis from the NHS Wales Health Collaborative. The NHS Wales Health Collaborative have been involved with LNW since 2011 when LNW became a strategic delivery programme of the Programme Management Unit, (now housed within the NHS Wales Health Collaborative) Public Health Wales NHS Trust. Outdated SLA and Governance papers can be found embedded in the MoU Appendix 1.
- In September 2019, an additional recurring £400,000 per annum was provided by Welsh Government to extend the LNWNT based on the Value-Based Lymphoedema Business Case. The funding was transferred direct to SBUHB from Welsh Government and all subsequent new posts have been recruited with contracts as national posts via SBUHB.
- To support the implementation of the Value-Based Lymphoedema Business Case Welsh Government also provided funding direct to ABUHB for a Lymphoedema Value-Based Programme Manager. This post is managed by the Value-Based Team in ABUHB but works on a National basis for LNW. Figure 1 provides an organogram of the current structure of the National Lymphoedema Team.



- All of these posts regardless of funding source work together in implementing the recommendations of the WG Lymphoedema Strategy and the Value-Based Lymphoedema Business Case. Nevertheless, due to the dissociated arrangements the funding and governance pathways can be considerably convoluted. Thus, a MoU has been developed to formalise the partnerships between participating organisations, working collaboratively to achieve the Lymphoedema Strategy's purpose.
- LNW programmes of work have been established, following full endorsement by all seven health boards in Wales. SBUHB was designated as the host of LNWNT by CEOs in the Collaborative Executive Group. The primary purpose of LNWNT is to provide the management function for the network, to coordinate strategic, operational and clinical support to ensure standardisation across each Health Board Lymphoedema Service, as well as leading and initiating innovations in Value-Based Lymphoedema Healthcare programmes of work. All service developments for Lymphoedema Network Wales are in line with the strategic plans for NHS Wales.

Responsibilities of Swansea Bay University Health Board (SBUHB)

The role of SBUHB as host of the LNWNT (as distinct from SBUHB as provider of the Health Board Lymphoedema Services) is to provide overall management of the Lymphoedema National Team.

It is important to note SBUHB already supports the majority of the items listed, and the MoU will provide the formal agreement between the Health Boards.

The service specification is based on the LNW Operational Framework and Evaluation Framework. Each element will be ongoing from the point of implementation, unless otherwise stated. These aspects are considered essential and are critical to the successful delivery of the LNWNT objectives.

Strategic planning

- Provide professional and clinical leadership across the LNW;

- Undertake comparative benchmarking and audit across LNW– supporting the enhancement of data collection;
- Effective linkage into the Lymphoedema Network Wales Strategy Board and Clinical and Operational Board. As well as WG Value-Based and Efficiency Groups;
- Hosting a risk register and undertaking risk management across LNW;
- Produce quarterly and annual reports;
- Develop an annual working plan for LNW to deliver against the LNW Evaluation Framework;
- Develop a longer-term plan to ensure new capabilities can be brought into core operations as quickly and efficiently as possible from Value-Based Initiatives and projects for upscale across Wales.

Operational delivery

- Develop coordinated patient clinical pathways for Lymphoedema patients across Wales. This will include patients attending for Lymphatic Venous Anastomosis super micro surgery, complex patients attending for consultation and children/young adults with Lymphoedema;
- Develop a comprehensive system of delivery for LNW programmes including the Cellulitis Improvement Programme, On the Ground Clinical Educators Programme and the National Paediatric Programme. This includes the National Team seeing all patients with Lymphoedema in Wales who require treatment ensuring automatic acceptance of care and following LNW policies and pathways for service delivery with referral of care directed towards their local Lymphoedema Service;
- Ensure improved access and equity of access for people with Lymphoedema in Wales;
- Responsible for monitoring of day-to-day capacity across the LNWNT, agreeing and working to plans (with agreed route for escalation) both within and across the network to monitor and manage surges in demand;
- Support capacity planning and activity monitoring across LNW for demand and supply;
- Ensure the quality of LNW is monitored and subject to a process of continuous quality improvement through clinical audit and research.

Tactical (local) advice and support to commissioners

- Provide local information, data and intelligence to support performance monitoring of LNW (i.e. Quarterly Reports, clinical reports, process measures, key performance and quality indicators, case-mix standardised outcomes, workforce data, measurement against the Lymphoedema Evaluation Framework);
- To provide ongoing programme management of a phased implementation across LNW for the Value-Based Lymphoedema Business Case.

Improved quality and standards of care

- Develop, implement and ensure standardisation of LNW protocols and procedures across Wales;
- Deliver a clinical governance framework and the process for incident reporting (Datix) with follow up action plans;
- Deliver a LNW education programme encompassing the whole patient pathway;
- Implement a clinical informatics system for LNW initially using SharePoint and then WCCIS;

- Ensuring on-going service improvements, Value-Based Healthcare and best practice models are embedded and contribute to improved quality performances;
- Embed PROMS/ PREMS as a clinical process and clinical outcome measure to compare and benchmark providers;
- Deliver an annual quality improvement, audit and research programme.

Partnership development

- Engagement with third sector organisations;
- Embed communication strategy and key communication deliverables;
- Participation in relevant in global, national policy or guideline development.

Additional

- To have in place appropriate governance arrangements and a Scheme of Delegation as necessary and required on the part of SBUHB to enable LNWNT to carry out its duties;
- To hold the budget for the LNWNT making payments and receiving income as necessary;
- To be the legal entity which enters into agreed procurement arrangements to include, but not restricted to, procurement contracts, quotations, tenders, terms of engagement commissioned by the LNWNT and to ensure that the individuals appointed and employed to support the functions of the LNWNT;
- SBUHB will *not* be responsible or accountable for the planning, funding or providing of clinical services within the LNWNT;
- In fulfilling its obligations and responsibilities under this MoU, SBUHB shall not be required to or not do and shall not do or omit to do anything which does not comply with SBUHB's statutory powers and duties, Standing Orders and Standing Financial Instructions, corporate governance requirements generally, procurement requirements or any legal obligations not covered by the foregoing.

Employment of Staff and Human Resources

- To appoint and employ staff in line with the posts agreed through LNW Strategy Board and National Team;
- All new staff appointed to work within the LNWNT will be employed by SBUHB, they will be entitled to be treated as any other SBUHB employee;
- They will be expected to abide by all SBUHB policies, procedures and guidance including, but not limited to, fire safety and health and safety procedures. LNWNT staff will benefit from access to all applicable policies and procedures including training and development; (Based on current structure all existing posts already have SBUHB contracts);
- The LNWNT staff will be accountable for their performance to the National Clinical Lead for Lymphoedema in Wales. The National Clinical Lead for Lymphoedema in Wales will be accountable for their performance to the Deputy Director of Therapies and Health Science Service; The SBUHB Cancer Services Manager will be responsible for the National Clinical lead for Lymphoedema in Wales;
- The LNWNT will be situated on two sites in SBUHB- Cimla Health and Social Care Centre (where they have been for six years) and the Health and Wellbeing Academy at Swansea University;

- LNWNT staff members will be expected to maintain professional CPD, complete all mandatory training and uphold competencies in line with the requirements of their roles;
- LNWNT staff will be subject to all SBUHB HR policies including annual appraisals/PADR/ sickness/maternity/ study and disciplinary processes;
- Agenda for Change-all current posts have been job matched with SBUHB. Any new Lymphoedema National Team posts will have to be job matched and will be done so within SBUHB.

3. GOVERNANCE AND RISK ISSUES

SBUHB will have in place appropriate governance arrangements and schemes of delegation as may be necessary and required on the part of the health board to enable the LNWNT to carry out its functions.

The LNWNT will be accountable to the SBUHB for all arrangements pertaining to the running of the LNWNT. This will include, but not be limited to, employment of staff to work within the LNWNT, provision of all employment and corporate services, accommodation and training:

- a. The LNW National Clinical Lead will report twice a year into the SBUHB Senior Leadership Team (SLT) meeting to provide assurance and evidence that the service is being delivered in line with expectations;
- b. The LNW National Clinical Lead will report twice yearly into the SBUHB Quality and Safety Committee providing assurance on the on-going compliance with the clinical governance requirements. This reporting will include a summary of issues escalated via the Lymphoedema Strategy Board and Lymphoedema Operational and Clinical Board.

The LNWNT will be held to account by NHS Wales Lymphoedema Strategy Board and seek assurance that actions have been taken by health boards and appropriate Executives (Health Board and Commissioners) of any urgent or critical matters that may compromise patient care and affect the operation of the LNWNT or the reputation of NHS Wales.

LNWNT will discharge its responsibilities for delivery via the following framework of meetings:

- a. LNWNT will meet on a monthly basis and escalate any concerns to SBUHB Deputy Director of Therapies and Health Science Service;
- b. Lymphoedema Strategy Board and Lymphoedema Operational and Clinical Board occur twice a year with the lead CEO as Judith Paget (ABUHB) and includes the SBUHB Deputy Director of Therapies and Health Science Service as all Wales DOTH representative;
- c. Note the frequency of the meetings may change, with the agreement of all health boards, depending on the needs of LNW.

LNWNT will report on all activities as described above. Any escalations required will be referred to the SBUHB Deputy Director of Therapies and Health Science Service and CEO for the Lymphoedema Strategy Board.

Clinical Work

The National Lymphoedema Team see all patients with Lymphoedema from around Wales.

- LNWNT job descriptions and subsequent contracts with SBUHB stipulate that they are to provide expert, clinical advice and Lymphoedema management for all patients referred by Lymphoedema specialists and practitioners from all of the Health Board Lymphoedema Services in Wales.
- Lymphoedema patients from across Wales undergoing Lymphatic Venous Anastomosis (LVA) are undergoing surgery within the Plastics Department at Morriston Hospital by an SBUHB Plastic Surgeon Consultant. Following the WHSSC Service Specification, this person then becomes a SBUHB patient. The National Lymphoedema Team is involved in the care of all these patients, until they are discharged back to their local Health Board Lymphoedema Service (NHS Wales).
- The National Lymphoedema Team also see patients with Lymphoedema in other NHS Wales Health Boards (Lymphoedema Services). These may be adult or paediatric Lymphoedema patients, people undergoing LVA scanning or post-surgery. They may also be complex patients unable to travel to a SBUHB site.
- On most occasions, local Health Board Lymphoedema staff are present and the LNWNT will document in the NHS Wales Local Health Board Lymphoedema Service case notes and will report directly to the local NHS Wales Health Board Clinical Lymphoedema Lead;
- As part of this MoU each Health Board confirms that the LNWNT see patients with Lymphoedema on their behalf negating the need for individual honorary contracts.
- The Cancer Services Management Team (SBUHB) currently supports all governance. This includes complaints, incidents and risks managed within the Cancer Directorate.

4. FINANCIAL IMPLICATIONS

Existing funding will be transferred from the NHS Health Collaborative to SBUHB (365K). Monies for all pay costs including salaries, travel, study, sickness, redundancy and maternity will be made available to SBUHB.

A budget for the LNWNT already exists (540K) within SBUHB and the National Clinical Lead has been the budget holder since 2001. The Cancer Services Manager oversees this budget. Regular meetings occur between the National Clinical Lymphoedema Lead, Cancer Manager and the Finance Business Partner.

The total amount will be around £905K. The majority of this allocation is for staffing costs and patient consumables.

5. RECOMMENDATION

Members are asked to:

- **APPROVE** the Memorandum of Understanding for the hosting of the network

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 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 checked="" 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 checked="" type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input checked="" type="checkbox"/>
	Timely Care	<input checked="" type="checkbox"/>
	Individual Care	<input checked="" type="checkbox"/>
	Staff and Resources	<input checked="" type="checkbox"/>
Quality, Safety and Patient Experience		
<p>The current SLA is outdated and a MoU has been suggested as a way to formalise the current hosting arrangements. The primary purpose of LNWNT is to provide the management function for the network, to coordinate strategic, planning and operational delivery. Embedded in Value-Based Healthcare the LNWNT will reduce waste, harm and variation as well as enhancing learning thus improving patient outcomes, patient experience and quality</p>		
Financial Implications		
<p>Currently the financial process involves superfluous processes involving issuing and chasing invoices from the NHS Wales Health Collaborative via Public Health Wales. Existing funding will be transferred from the NHS Health Collaborative to SBUHB (365K). Monies for all pay costs including salaries, travel, study, sickness, redundancy and maternity will be made available to SBUHB.</p> <p>A budget for the LNWNT already exists (540K) within SBUHB and the National Clinical Lead has been the budget holder since 2001. The Cancer Services Manager oversees this budget. Regular meetings occur between the National Clinical Lymphoedema Lead, Cancer Manager and the Finance Business Partner.</p> <p>The total amount will be around £905K. The majority of this allocation is for staffing costs and patient consumables.</p> <p>The Health Board have financially benefitted at end of year on unspent funds from the LNWNT budget.</p>		
Legal Implications (including equality and diversity assessment)		
<p>LNWNT are already employed by SBUHB and comply with any governance requirements by the health board. A coordinated approach will streamline the current process and update the old SLA.</p>		
Staffing Implications		

All LNWNT already have SBUHB contracts. There will be no further staffing implications as staff already comply with SBUHB HR processes.	
Report History	NA
Appendices	Appendix 1 - MoU

Memorandum of Understanding – Hosting Agreement for Lymphoedema Network Wales (LNW) National Team

This Memorandum of Understanding is made on 31st July 2020 vs 01.

Between

SWANSEA BAY UNIVERSITY HEALTH BOARD as host of LNW National Team

1 Talbot Gateway, Baglan Energy Park, Baglan, Port Talbot
SA12 7BR

and

ANEURIN BEVAN UNIVERSITY HEALTH BOARD

Headquarters, Headquarters, Lodge Road, Caerleon, Newport
NP18 3XQ

CARDIFF AND VALE UNIVERSITY HEALTH BOARD

Headquarters, Cardigan House, University Hospital of Wales, Heath Park, Cardiff
CF14 4XW

CWM TAF MORGANNWG UNIVERSITY HEALTH BOARD

Headquarters, Ynysmeurig House, Navigation Park, Abercynon, Rhondda Cynon Taff
CF45 4SN

HYWEL DDA UNIVERSITY HEALTH BOARD

Headquarters, Ystwyth Building, Hafan Derwen, St David's Park, Jobswell Road,
Carmarthen SA31 3BB

POWYS TEACHING HEALTH BOARD

Headquarters, Glasbury House, Bronllys Hospital, Brecon, Powys LD3 0LU

PUBLIC HEALTH WALES

2 Capital Quarter, Tyndall Street, Cardiff CF10 4BZ

SWANSEA BAY UNIVERSITY HEALTH BOARD – Lymphoedema Network Wales National Team (as hosted by SBUHB) Headquarters, 1 Talbot Gateway, Baglan Energy Park, Baglan, Port Talbot SA12 7BR

Collectively established as Lymphoedema Network Wales National Team

- (1) Swansea Bay University Health Board has been identified as the host Health Board to manage the Lymphoedema Network Wales National Team (LNWNT). The primary purpose of LNWNT is to provide the management function for the network, to coordinate strategic, planning and operational delivery. Embedded in Value-Based Healthcare the LNWNT will reduce waste, harm and variation as well as enhancing learning thus improving patient outcomes, patient experience and quality. The National Clinical Lead for Lymphoedema is responsible for the planning and strategic development of Lymphoedema Network Wales across NHS Wales.
- (2) This Memorandum of Understanding (MoU) should be read in conjunction with the Service Level Agreement (SLA) between Swansea Bay University Health Board & LNWNT, which includes the Governance Arrangements - see Appendix 1.
- (3) The purpose of this MoU is to replace the SLA (referenced above) which provides information on the hosting agreements between SBUHB and the LNWNT (and is an updated version of the original 2015, SLA) and outline the accountability arrangements and resulting responsibilities for both SBUHB and all LNW member Health Boards. (Appendix 1 & 2)

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1. Background

1.1. In 2011, Welsh Government provided £1 million on a recurring annual basis to implement the [Lymphoedema Strategy](#). The majority of the aims of the Strategy are still relevant and include:

- Raise the awareness of Lymphoedema so that patients can access the right treatment by the right professional in a timely manner thereby improving outcomes;
- Improve health and wellbeing by empowering patients to maximise their own independence through coproduction;
- Develop, reconfigure and more effectively plan and manage Lymphoedema services throughout the Network in Wales;
- Reduce the risks of complications of Lymphoedema including cellulitis, falls and wounds to reduce pressure on unscheduled care;
- Integrate services across organisational boundaries; incorporating community, primary care and social services to reduce gaps in service delivery;
- Provide a comprehensive standardised approach to all patients at risk of developing Lymphoedema thereby reducing the demand on other NHS services;
- Develop and build on the current education resources available on Lymphoedema, enabling health care professionals to easily access local courses to implement in their own practice;
- Clarify the actions needed to implement Lymphoedema services across Wales and improve service delivery.

1.2. Lymphoedema Network Wales (LNW) has been operational since then, delivering an equitable Lymphoedema Service for Wales. LNW is a clinical network made up of the seven Health Board Lymphoedema Services in Wales and a small Lymphoedema Network Wales National Team (LNWNT).

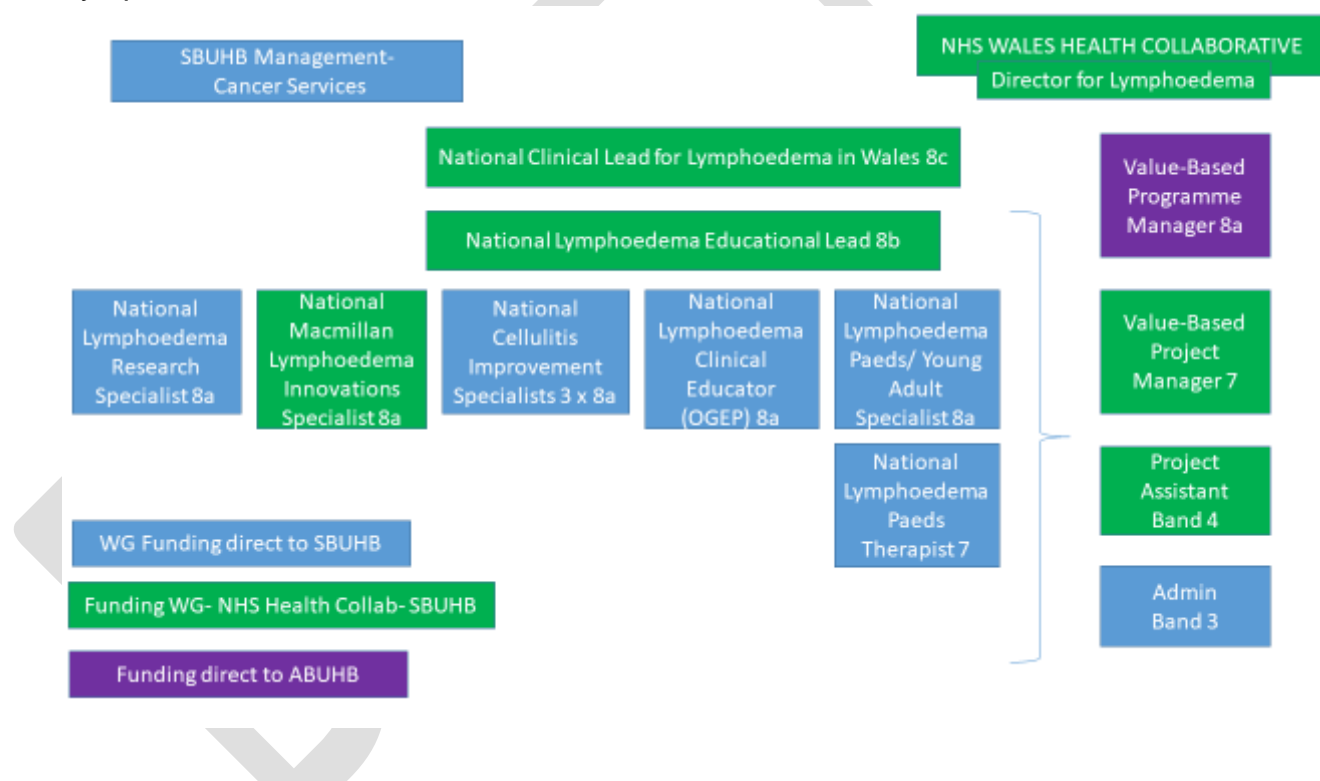
1.3. Each Health Board Lymphoedema Service is managed by a local clinical Lymphoedema specialist and supporting staff. Overall responsibility and accountability for each Health Board Lymphoedema Service remains with the individual Health Board.

1.4. Within the £1 million allocation, a small amount of funding was used to develop a National Lymphoedema Team – initially comprising of a National Clinical Lead and a National Lymphoedema Education Lead. Developments within the National Lymphoedema Programme have since resulted in the creation of additional posts. The LNWNT provide strategic, operational and clinical support to ensure standardisation across each Health Board Lymphoedema Service, as well as leading and initiating innovations in Value- Based Lymphoedema Healthcare programmes of work.

1.5. Since 2011, all of the LNWNT posts have been managed and have contracts with SBUHB. All funding is either received directly to SBUHB or is provided on a monthly basis from the NHS Wales Health Collaborative. The NHS Wales Health Collaborative have been involved with LNW since 2011 when LNW

became a strategic delivery programme of the Programme Management Unit, (now housed within the NHS Wales Health Collaborative) Public Health Wales NHS Trust. Outdated SLA and Governance papers can be found in Appendix 1 & 2.

- 1.6. In September 2019, an additional recurring £400,000 per annum was provided by Welsh Government to extend the LNWNT based on the Value-Based Lymphoedema Business Case. The funding was transferred direct to SBUHB from Welsh Government and all subsequent new posts have been recruited with contracts as national posts via SBUHB.
- 1.7. To support the implementation of the Value-Based Lymphoedema Business Case Welsh Government also provided funding direct to ABUHB for a Lymphoedema Value-Based Programme Manager. This post is managed by the Value-Based Team in ABUHB but works on a National basis for LNW. Figure 1 provides an organogram of the current structure of the National Lymphoedema Team.



- 1.8. All of these posts regardless of funding source work together in implementing the recommendations of the WG Lymphoedema Strategy and the Value-Based Lymphoedema Business Case.
- 1.9. Nevertheless, due to the dissociated arrangements the funding and governance pathways can be considerably convoluted. Thus, this MoU has been developed to formalise the partnerships between participating organisations, working collaboratively to achieve the Lymphoedema Strategy's purpose.
- 1.10. LNW programmes of work have been established, following full endorsement by all seven health boards in Wales. SBUHB was designated as

the host of LNWNT. The primary purpose of the LNWNT is to provide the management function for the network, to coordinate strategic, operational and clinical support to ensure standardisation across each Health Board Lymphoedema Service, as well as leading and initiating innovations in Value-Based Lymphoedema Healthcare programmes of work. All service developments for Lymphoedema Network Wales are in line with the strategic plans for NHS Wales.

2. Responsibilities of Swansea Bay University Health Board (SBUHB)

2.1. The role of SBUHB as host of the LNWNT (as distinct from SBUHB as provider of the Health Board Lymphoedema Services) is to provide overall management of the Lymphoedema National Team.

It is important to note SBUHB already supports the majority of the items listed below.

Service Specification

- The service specification will be developed based on the LNW Operational Framework and Evaluation Framework. Each element will be ongoing from the point of implementation, unless otherwise stated (Appendix 3 & 4)
- Essential - These aspects are considered essential and are critical to the successful delivery of the LNWNT objectives.

Strategic planning

- Provide professional and clinical leadership across the LNW;
- Undertake comparative benchmarking and audit across LNW– supporting the enhancement of data collection;
- Effective linkage into the Lymphoedema Network Wales Strategy Board and Clinical and Operational Board. As well as WG Value-Based and Efficiency Groups;
- Hosting a risk register and undertaking risk management across LNW.
- Produce quarterly and annual reports;
- Develop an annual working plan for LNW to deliver against the LNW Evaluation framework;
- Develop a longer-term plan to ensure new capabilities can be brought into core operations as quickly and efficiently as possible from Value-Based Initiatives and projects for upscale across Wales.

Operational delivery

- Develop coordinated patient clinical pathways for Lymphoedema patients across Wales. This will include patients attending for Lymphatic Venous Anastomosis super micro surgery, complex patients attending for consultation and children/ young adults with Lymphoedema;

- Develop a comprehensive system of delivery for LNW programmes including the Cellulitis Improvement Programme, On the Ground Clinical Educators Programme and the National Paediatric Programme. This includes the National Team seeing all patients with Lymphoedema in Wales who require treatment ensuring automatic acceptance of care and following LNW policies and pathways for service delivery with referral of care directed towards their local Lymphoedema Service;
- Ensure improved access and equity of access for people with Lymphoedema in Wales;
- Responsible for monitoring of day-to-day capacity across the LNWNT, agreeing and working to plans (with agreed route for escalation) both within and across the network to monitor and manage surges in demand;
- Support capacity planning and activity monitoring across LNW for demand and supply;
- Ensure the quality of LNW is monitored and subject to a process of continuous quality improvement through clinical audit and research.

Tactical (local) advice and support to commissioners

- Provide local information, data and intelligence to support performance monitoring of LNW (i.e. Quarterly Reports, clinical reports, process measures, key performance and quality indicators, case-mix standardised outcomes, workforce data, measurement against the Lymphoedema Evaluation Framework);
- To provide ongoing programme management of a phased implementation across LNW for the Value-Based Lymphoedema Business Case.

Improved quality and standards of care

- Develop, implement and ensure standardisation of LNW protocols and procedures across Wales;
- Deliver a clinical governance framework and the process for incident reporting (Datix) with follow up action plans;
- Deliver a LNW education programme encompassing the whole patient pathway;
- Implement a clinical informatics system for LNW initially using SharePoint and then WCCIS;
- Ensuring on-going service improvements, Value-Based Healthcare and best practice models are embedded and contribute to improved quality performances;
- Embed PROMS/ PREMS as a clinical process and clinical outcome measure to compare and benchmark providers;
- Deliver an annual quality improvement, audit and research programme.

Partnership development

- Engagement with third sector organisations;
- Embed communication strategy and key communication deliverables;
- Participation in relevant in global, national policy or guideline development.

Swansea Bay University Health Board responsibilities continued:

- To have in place appropriate governance arrangements and a Scheme of Delegation as necessary and required on the part of SBUHB to enable LNWNT to carry out its duties;
 - To hold the budget for the LNWNT making payments and receiving income as necessary;
 - To be the legal entity which enters into agreed procurement arrangements to include, but not restricted to, procurement contracts, quotations, tenders, terms of engagement commissioned by the LNWNT and to ensure that the individuals appointed and employed to support the functions of the LNWNT.
- 2.2. SBUHB will *not* be responsible or accountable for the planning, funding or providing of clinical services within the LNWNT.
- 2.3. In fulfilling its obligations and responsibilities under this MoU, SBUHB shall not be required to or not do and shall not do or omit to do anything which does not comply with SBUHB's statutory powers and duties, Standing Orders and Standing Financial Instructions, corporate governance requirements generally, procurement requirements or any legal obligations not covered by the foregoing.

3. Employment of Staff and Human Resources

- 3.1. To appoint and employ staff in line with the posts agreed through LNW Strategy Board and National Team.
- 3.2. All new staff appointed to work within the LNWNT will be employed by SBUHB, they will be entitled to be treated as any other SBUHB employee.
- 3.3. They will be expected to abide by all SBUHB policies, procedures and guidance including, but not limited to, fire safety and health and safety procedures. LNWNT staff will benefit from access to all applicable policies and procedures including training and development; (Based on current structure all existing posts already have SBUHB contracts).
- 3.4. The LNWNT staff will be accountable for their performance to the National Clinical Lead for Lymphoedema in Wales. The National Clinical Lead for Lymphoedema in Wales will be accountable for their performance to the Deputy Director of Therapies and Health Science Service; The SBUHB Cancer Services Manager will be responsible for the National Clinical lead for Lymphoedema in Wales.

- 3.5. In addition, continued professional / leadership development (Physiotherapy) is provided by the Executive Director of Therapies and Health Science (DOTHS) for C&VUHB. Clinical mentorship in Lymphoedema is received from Professor Christine Moffatt CBE, chair of the International Lymphoedema Framework.
- 3.6. The LNWNT will be situated on two sites in SBUHB- Cimla Health and Social Care Centre (where they have been for six years) and the Health and Wellbeing Academy at Swansea University.
- 3.7. LNWNT staff members will be expected to maintain professional CPD, complete all mandatory training and uphold competencies in line with the requirements of their roles.
- 3.8. LNWNT staff will be subject to all SBUHB HR policies including annual appraisals/PADR/ sickness/maternity/ study and disciplinary processes;
- 3.9. Agenda for Change-all current posts have been job matched with SBUHB. Any new Lymphoedema National Team posts will have to be job matched and will be done so within SBUHB.

4. Governance Position

- 4.1. SBUHB will have in place appropriate governance arrangements and schemes of delegation as may be necessary and required on the part of the health board to enable the LNWNT to carry out its functions.
- 4.2. The LNWNT will be accountable to the SBUHB for all arrangements pertaining to the running of the LNWNT. This will include, but not be limited to, employment of staff to work within the LNWNT, provision of all employment and corporate services, accommodation and training:
 - The LNW National Clinical Lead will report twice a year into the SBUHB Senior Leadership Team (SLT) meeting to provide assurance and evidence that the service is being delivered in line with expectations;
 - The LNW National Clinical Lead will report twice yearly into the SBUHB Quality and Safety Committee providing assurance on the on-going compliance with the clinical governance requirements. This reporting will include a summary of issues escalated via the Lymphoedema Strategy Board and Lymphoedema Operational and Clinical Board.
- 4.3. The LNWNT will be held to account by NHS Wales Lymphoedema Strategy Board and seek assurance that actions have been taken by health boards and appropriate Executives (Health Board and Commissioners) of any urgent or critical matters that may compromise patient care and affect the operation of the LNWNT or the reputation of NHS Wales.
- 4.4. LNWNT will discharge its responsibilities for delivery via the following framework of meetings:
 - LNWNT will meet on a monthly basis and escalate any concerns to SBUHB Deputy Director of Therapies and Health Science Service;
 - Lymphoedema Strategy Board and Lymphoedema Operational and Clinical Board occur twice a year with the lead CEO as Judith Paget (ABUHB) and

includes the SBUHB Deputy Director of Therapies and Health Science Service as all Wales DOTH representative;

- Note the frequency of the meetings may change, with the agreement of all health boards, depending on the needs of LNW.

4.5. LNWNT will report on all activities as described above. Any escalations required will be referred to the SBUHB Deputy Director of Therapies and Health Science Service and CEO for the Lymphoedema Strategy Board.

5. Clinical Work

The National Lymphoedema Team see all patients with Lymphoedema from around Wales.

- 5.1. LNWNT job descriptions and subsequent contracts with SBUHB stipulate that they are to provide expert, clinical advice and Lymphoedema management for all patients referred by Lymphoedema specialists and practitioners from all of the Health Board Lymphoedema Services in Wales.
- 5.2. Lymphoedema patients from across Wales undergoing Lymphatic Venous Anastomosis (LVA) are undergoing surgery within the Plastics Department at Morriston Hospital by an SBUHB Plastic Surgeon Consultant. Following the WHSSC Service Specification, this person then becomes a SBUHB patient. The National Lymphoedema Team is involved in the care of all these patients, until they are discharged back to their local Health Board Lymphoedema Service (NHS Wales).
- 5.3. The National Lymphoedema Team also see patients with Lymphoedema in other NHS Wales Health Boards (Lymphoedema Services). These may be adult or paediatric Lymphoedema patients, people undergoing LVA scanning or post-surgery. They may also be complex patients unable to travel to a SBUHB site.
- 5.4. On most occasions, local Health Board Lymphoedema staff are present and the LNWNT will document in the NHS Wales Local Health Board Lymphoedema Service case notes and will report directly to the local NHS Wales Health Board Clinical Lymphoedema Lead;
- 5.5. As part of this MoU each Health Board confirms that the LNWNT see patients with Lymphoedema on their behalf negating the need for individual honorary contracts.
- 5.6. The Cancer Services Management Team (SBUHB) currently supports all governance. This includes complaints, incidents and risks managed within the Cancer Directorate.

6. Budget and Funding

Existing funding will be transferred from the NHS Health Collaborative to SBUHB (365K). Monies for all pay costs including salaries, travel, study, sickness, redundancy and maternity will be made available to SBUHB.

- 6.1. A budget for the LNWNT already exists (540K) within SBUHB and the National Clinical Lead has been the budget holder since 2001. The Cancer Services Manager oversees this budget. Regular meetings occur between the National Clinical Lymphoedema Lead, Cancer Manager and the Finance Business Partner.
- 6.2. The total amount will be around £905K. The majority of this allocation is for staffing costs and patient consumables.
- 6.3. If a levy of 5% was required by SBUHB for hosting the National Lymphoedema Team then this funding would have to come out of the original allocation and would have a direct impact to the service currently provided.

7. Ownership of Assets

- 7.1. All assets (including intellectual property rights) acquired by SBUHB in connection with the LNWNT shall belong to SBUHB but be held upon trust for LNW.
- 7.2. SBUHB shall, to the extent it is legally entitled to do so, transfer ownership and any other rights in such assets to such party or body as the commissioner shall require and within such timescales as are reasonably required.
- 7.3. In the event that any income is derived from such assets or from their disposal, such revenues shall be regarded as part of the LNWNT income and accounted for accordingly.

8. Information Technology

- 8.1. All the LNWNT have computer equipment purchased via SBUHB. Any additional software, hardware and network connection to SBUHB network will be funded from the LNWNT budget. Any specialised software requirements will need to be discussed with the Information Technology (IT) department to assess whether in house support can be provided.
- 8.2. The Team will have access to SBUHB help desk for routine IT support.
- 8.3. The Team will be expected to comply with SBUHB IT security policies.

9. LNW Policies and Clinical Guidance

- 9.1. The policies listed below have been developed collaboratively with all Health Board Lymphoedema Services in Wales and approved by the LNW Strategy Board:
- Data sharing agreements
 - LNW Referral Criteria and policy
 - PROMS and PREM Guidelines
 - Assessment and Treatment of Lymphoedema Pathway
 - Cellulitis Pathway
 - Discharge Policy
 - DNA/ UTA Policy
 - Domiciliary Policy
 - Measuring Guidance for Wales

- Obesity Policy
- MLD Policy
- Treatment and Discharge Outcomes
- Wet Leg Pathway
- Non-concordance Policy
- Compression Therapy Policy

9.2. The policies are accessible on the SharePoint website to all health boards. New policies and updates to existing policies will be developed and approved through the LNW governance structure. Each health board will be responsible for ensuring it has a process in place for receiving and implementing notifications of new policies and updates to existing policies.

10. Duty of Care

10.1. SBUHB shall be responsible for ensuring that all reasonable skill, care and diligence are exercised in carrying out those services which it is required to perform under the agreement properly and efficiently in accordance with this Memorandum of Understanding and its overall responsibilities under the National Health Service (Wales) Act 2006 and all other appropriate legislation. SBUHB shall keep the Commissioner informed of any foreseeable or actual changes in circumstances which are likely to affect its ability to comply with the terms of this MoU as the Host health board.

11. Legislation

11.1. SBUHB shall ensure that it, and its employees and agents, shall in the course of this MoU comply with all relevant legislation, Welsh Government directions and Guidance and procedures.

12. Audit

12.1. SBUHB, through the Shared Services arrangements, will provide an effective independent internal audit function as a key source of its internal assurance arrangements. This will be in accordance with NHS Wales Internal Auditing Standards and any other requirements determined by the Welsh Government;

12.2. SBUHB will ensure that relevant external audit arrangements are in place which give due regard to the functions of the LNWNT.

13. Management of Concerns

13.1. Where a matter is received into the LNWNT and is regarded as an individual concern, SBUHB will only be responsible for the management of those concerns where qualifying liability in Tort is established, which relates to its geographical area of responsibility. In such circumstances, the Chief Executive of SBUHB will be responsible for investigating and responding to the concern

in accordance with The National Health Service (Concerns, Complaints and Redress Arrangements) (Wales) Regulation 2011;

13.2. Individual concerns received into the LNWNT and relating to patients resident outside SBUHB's geographical area of responsibility will be referred to the Chief Executive of the health board in the appropriate geographical area;

13.3. Where a matter is regarded as a concern and where qualifying liability in Tort has been established, SBUHB will only be responsible for managing the arrangements for redress arising from its own resident population;

13.4. Where a matter is considered to be a review of funding decisions it will be dealt with in accordance with the Review Process set out in the All Wales Policy for Making Decisions on Individual Patient Funding Requests (IPFR).

14. Management of FOIA/GDPR Requests

14.1. Where a request under the Freedom of Information or General Data Protection Regulations is received by the LNWNT, the request will be dealt with in accordance with SBUHB's procedures. Where the request is considered to be an issue relating to information which is held by other health boards, then the request will be forwarded to the Board Secretary of the respective health board to respond in accordance with the Freedom of Information Act Code of Practice.

15. Dispute

15.1. In the event of a dispute between the LNWNT and any of the LNW member health board's that cannot be resolved locally, the issue will be referred up to the LNW Strategy Board and if necessary the Joint Committee.

15.2. In resolving the dispute, the LNW Strategy Board may rely on the Business Framework included within its hosting agreement with all health boards in Wales.

15.3. A dispute may include non-adherence to this MoU.

16. General

16.1. This MoU shall be capable of being varied only by a written instrument signed by a duly authorised officer or other representative of each of the parties.

16.2. No third party shall have any right under the Contracts (Rights of Third Parties) Act 1999 in connection with this MoU.

16.3. This MoU shall be governed and construed in accordance with the laws of England and Wales. Subject to paragraph 18 above, the parties hereby irrevocably submit to the exclusive jurisdiction of the Courts of England and Wales.

16.4. In the event of SBUHB's determining (acting reasonably) that the performance by SBUHB of its obligations under this MoU is having a detrimental effect on SBUHB's ability to fulfil its core functions, SBUHB may instruct the National Clinical Lead for Lymphoedema in Wales, SBUHB Deputy

Director of Therapies and Health Science Service; and SBUHB's Chief Executive to review the operation of this MoU.

16.5. In carrying out a review of this MoU further to paragraph 19.4 above, the National Clinical Lead for Lymphoedema in Wales, SBUHB Deputy Director of Therapies and Health Science Service and SBUHB's Chief Executive shall consider the source and manner of any detriment identified by SBUHB's Board further to paragraph 19.4 and shall put forward such amendments and variations to this MoU and the associated governance arrangements between the LNWNT and SBUHB as they may consider appropriate.

16.6. SBUHB's Board shall consider the recommendations made further to paragraph 19.5 and may recommend to the National Clinical Lead for Lymphoedema in Wales, SBUHB Deputy Director of Therapies and Health Science Service; and the Chief Executive of SBUHB that this MoU and the associated governance arrangements are amended accordingly.

17. Abbreviations

AFC	Agenda for Change
CPD	Continued Professional Development
FOIA	Freedom of Information Act
GDPR	General Data Protection Regulations
LNW	Lymphoedema Network Wales
LNWNT	Lymphoedema Network Wales National Team
LVA	Lymphatic Venous Anastomosis
MoU	Memorandum of Understanding
PBC	Programme Business Case
QI	Quality Improvement
SBUHB	Swansea Bay University Health Board
SRO	Senior Responsible Officer

Appendix 1

SLA 2019



Service Level
Agreement docx vs C

Appendix 2

Governance Report 2019



Governance
Arrangements docx

Appendix 3

Service Specification



Service
Specification. LNWN

Appendix 4

Evaluation Framework



LNW VB Evaluation
Framework v06 0702