

**North West Paediatric Critical Care, Surgery in Children and Long Term Ventilation
Operational Delivery Network Board**

Terms of Reference

Title	NW PCC SiC LTV Operational Delivery Network Board Terms of Reference
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1. Introduction

This paper documents the terms of reference for the North West (NW) Paediatric Critical Care (PCC) Surgery in Children (SiC) and Long Term Ventilation (LTV) Operational Delivery Network Board (ODN) (NW PCC SiC LTV ODN).

ODNs cover specialty areas of care delivered at points in the patient pathway. The NW PCC SiC LTV ODN covers specialised services falling into two groups: 'episodic' care (PCC and SiC) and 'longer term care' (Long Term Ventilation). The geographical areas of the patient pathway often flow across a number of interdependencies provided within tertiary, secondary and community services supported by multidisciplinary professionals from health, local authority and third sector providers. The ODN will focus on coordinating these pathways between providers to ensure consistent, equitable access to specialist resources and expertise.

The NW PCC SiC LTV ODN is a strategic group of executive and senior stakeholders with interest and expertise in the ODNs' aims, objectives outcomes and development. It operates within the National template for the Governance Framework for all ODNs.

2. Vision

The aim of NW PCC SiC LTV ODN is to enhance quality care delivery, reduce inequity and improve access to these specialty services across the North West, North Wales and the Isle of Man. The strategic decisions and priority setting made by this Board will form part of the operational requirements for each ODN Oversight Group, with operational actions being implemented by each Operational Steering Group (Appendix A).

3. Context

The Board covers ODN activity within the boundaries of the North West, North Wales, and Isle of Man. It consists of Executive representatives able to authorise plans and commit resources on behalf of their organisations. Collectively, they provide clear direction and leadership for ODN teams and functions within the North West, North Wales, and Isle of Man.

The ODN Board works when required collectively with its neighbouring ODNs (North East, Yorkshire and Humber and West Midlands) and nationally when required.

The ODN Board members are chosen to represent the key stakeholders (e.g. provider, commissioner, patient and other ODNs) to facilitate change across complex systems, to improve service delivery and care quality and outcomes on behalf of service users.

The ODN Board facilitates strategic service development to improve care in these specialty areas and ensure that this care provision is considered as part of related or associated service development.

4. Purpose

The primary concern of the ODN Board is to facilitate, through ODN activity, high quality individualised care for patients requiring these services. It will identify and monitor strategic aims, align service development to national and local priorities and ensure identification of future needs to maintain and improve patient access and equity of service delivery to the required standards.

The ODN Board will formally review NHS business cases for expansion (or contraction) of these specialty areas of care to ensure effective and efficient use of resources and to minimise loss of specialty capacity. The ODN Board will not be responsible for funding of these services but may recommend transfer of funds from one provider to another to ensure continued capacity across the North West, North Wales, and Isle of Man.

The ODN Board will receive formal reports from each speciality component of the ODN regarding progress of work plans and identification of network risks. It will receive benchmark reports relevant to each specialty and make recommendations for remedial action to alleviate quality or capacity risks as required. Exception reports may be included as needed.

5. Objectives

The objectives of the ODN are:

- i. Ensure robust clinical governance systems for the ODN specialty services are in place and to advise the Executive Boards of relevant provider and commissioning organisations of any associated major risk.
- ii. Ensure national and local plans, recommendations and requirements are considered and adopted as required. This will include specific reference to national Clinical Reference Groups outputs for the relevant specialties.
- iii. Agree annual work plans for each ODN based on current and projected priorities and strategic direction. Support ODN teams in delivery and monitor progress against these plans.
- iv. If appropriate, provide strategic support to NHS Command & Control and NHS England EPRR leads regarding ODN response to contingencies. Such response should be equitable and collaborative. (Each constituent organisation retains accountability and responsibility for their effective response in line with their statutory duties & obligations).
- v. Facilitate the production and authorisation of local provider escalation plans to respond to emergencies and contribute to multi-agency planning and provision of mutual aid. Ensure associated escalation plans are consistent in approach.
- vi. Provide a forum to raise and address concerns relating to service quality, delivery, capacity and outcomes.
- vii. Provide consistency in ODN operational functions, forums, and task groups.
- viii. Compliance with legal requirements regarding procurement and commissioning of services.

6. Membership and Chair of the Group

The chair of the group will be independent of the provider units in the ODN (three year tenure). A deputy chair will be appointed.

The membership of the group is

- Independent Chair
- ODN Clinical Leads/Director
- Chairs of the Oversight Boards for PCC SiC LTV
- Patient/Parent representative
- Medical Director/Director of Nursing Tertiary Centres Alder Hey and Royal Manchester Children's Hospital

- GM representative
- C&M representative
- L&SC representative
- North Wales and Isle of Man representative
- NWTS
- ICS Locality leads
- Specialised Commissioners
- CCG Representation

Additional members will be co-opted if required. Terms of reference will be reviewed at two year intervals, and more frequently if required.

7. Decision Making

ODN Board decisions will be made following due consideration by consensus agreement with a majority which must include the quorate below; if this majority cannot be reached or member disagreements cannot be resolved the chair has a responsibility to take further advice (from NHS England Specialised Commissioning or representative national clinical groups for example) and report back to the board. Should resolution still not be agreed the matter must be referred formally to the NHS England Specialised Commissioning.

8. Accountability Arrangements

The ODN Board is accountable to North West NHSE Specialised Commissioners. The ODN Board will receive an annual report on progress delivered for sign off to the NHSE Specialised Commissioners.

The ODN Board gives quarterly reports via the Network Director to the host organisation and the North West Paediatric Partnership Report.

The PCC SIC and LTV Oversight Groups report to the PCC SIC LTV ODN Board.

The ODN Board has representation and provides reports as required to North West ICS groups.

9. Meetings

Frequency of meetings will be quarterly. Extraordinary meetings may be added.

The chair and core members or a nominated deputy will be required to attend 75% of the meetings. Quorum will be 60% of all members.

Meetings will be held within the estate and infrastructure of the member organisations.

Administrative support will be provided by the ODNs/host organisation. Papers for each meeting will be circulated no less than 7 working days prior to the meeting. Formal minutes will be taken and circulated in draft form within 14 working days of each meeting. These minutes will be publicly available upon request, subject to appropriate consideration of any restricted/sensitive items. A library of minutes will be held by the network.

Costs for task and finish groups will be borne by the specific specialty network (NB. there is no expectation of cross-charging for time, travel, hosting meetings etc.). Additional funding may be needed for specific projects; this will be subject to ODN Board agreement.

10. Declaration of Interest

If any member has an interest, pecuniary or otherwise, in any matter and is present at the meeting at which the matter is under discussion, he/she will declare that interest as early as possible and shall not participate in the discussions. The Chair will have the power to request that member to withdraw until the item under discussion has been concluded. All declarations of interest will be recorded in the minutes.

11. Documents for Reference

- i. NHS England Operational Delivery Networks – the Way Forward (December 2012) <https://www.england.nhs.uk/wp-content/uploads/2012/12/develop-odns.pdf>
- ii. NHS England National Service Specifications for Operational Delivery Networks (2013)
 - High Dependency <https://www.england.nhs.uk/commissioning/wp-content/uploads/sites/12/2015/01/eo7-sb-paed-hig-dep-care.pdf>
 - Level 3 PCC care <https://www.england.nhs.uk/commissioning/wp-content/uploads/sites/12/2015/01/e07-sa-paed-inten-care.pdf>
 - Long Term ventilation <https://www.england.nhs.uk/wp-content/uploads/2018/08/Paediatric-long-term-ventilation.pdf>
- iii. ODN Governance Framework National Template (2013) <https://nornet.org.uk/files/pdf/odn-governance-framework-toolkit-version-1.3.pdf>
- iv. Paediatric critical care and surgery in children review. Summary report (November 2019) <https://www.england.nhs.uk/wp-content/uploads/2019/11/paediatric-critical-care-and-surgery-in-children-review-summary-report-nov-2019.pdf>
- v. National Clinical Reference Groups, NHS England (2013) <https://www.england.nhs.uk/wp-content/uploads/2013/01/crg-guide.pdf>
- vi. North West Operational Delivery Networks Memorandum of Understanding 2017 -19

12. Appendix A

Governance Structure NW PCC SiC LTV ODN (April 2022)

