

South West UK Burn Care Operational Delivery Network Executive Board

Terms of Reference

1. Introduction

- 1.1 This document describes the Terms of Reference of the South West UK (SWUK) Burn Care Operational Delivery Network (ODN) Executive Board.

2. Background

- 2.1 The SWUK Burn Care ODN has a Governance Framework made up of an Executive Board, a Clinical Governance Group and a Network Management Team. There are also a number of Specialist Interest Groups (SIGs) that report into the Executive Board (see SWUK Burn Care ODN Governance Framework).
- 2.2 The Executive Board has the authority to set up short-life Task and Finish Groups and will specify clear aims and objectives for each group.
- 2.3 The Executive Board was established to oversee the SWUK Burn Care ODN, ensuring compliance with the ODN Governance Framework and delivery of an Annual Work Programme across the SWUK Burn Care ODN.
- 2.4 The composition of the Executive Board includes representation from all Specialised Burn Services within the ODN's geographical footprint and representation from commissioning bodies, which is described in more detail in section 4.

3. Purpose of the SWUK Burn Care ODN Executive Board

- 3.1 The SWUK Burn Care ODN Executive Board's purpose is to undertake the following tasks and, when appropriate, to seek specialist advice from the ODN Clinical Governance Group to:
- Develop and agree a governance structure for the SWUK Burn Care ODN on behalf of the commissioning bodies and Host Trust;
 - Consider the national issues relating to burn injuries and Specialised Burn Services and advise commissioners on how these issues should be addressed, engaging with national groups and other Burn Care ODNs as required;

- Ensure the health and healthcare needs of children and adults, relating to burn injuries, are clearly identified and make recommendations on service improvements on behalf of service users;
- Ensure high quality outcomes through consistent, cost effective care in all elements of Specialised Burn Services for patients in the South West, parts of South East England and South/Mid Wales;
- Ensure that Specialised Burn Services for children and adults are delivered according to clinical, service designation and other standards as agreed by the SWUK Burn Care ODN and commissioning bodies;
- Develop a SWUK Burn Care ODN Risk Management process, in line with the Host Trust's Risk Management strategy, to identify and manage risks. Ensuring risks are reviewed and mitigating actions are put in place. *(Responsibility for identifying, assessing and responding to risks within individual organisations rests with those organisations and is not the responsibility of the ODN. Member organisations should notify the SWUK Burn Care ODN Board of significant risks so that they can be assessed to see if there are ODN wide implications);*
- Ensure Specialised Burn Services contribute to prevention initiatives aiming to reduce the incidence of burn injury in the population;
- Agree the content of an Annual Work Programme in accordance with the NHS England Burn Care Specialised Service Specification to be signed off by the Host Trust;
- Agree responsibility, and be accountable for delivering, the Work Programme across individual and member organisations. Obtaining quarterly updates from the SWUK ODN Management Team who will oversee day to day progress against the Work Programme;
- Coordinate annual and longer term needs assessment and capacity planning for Specialised Burn Services;
- Ensure appropriate escalation arrangements are in place to alert both the commissioning bodies and Trusts of any urgent or critical matters that may compromise patient care and affect the operation or reputation of commissioning of ODN provider services;
- Provide advice to commissioning bodies in planning and development of Specialised Burn Services, including service configuration, care and treatment pathways, supported by referral policies and procedures, service specifications, including appropriate quality measures and standards as part of commissioning and designation processes;

- Assist commissioning bodies in meeting their responsibilities with regards to the commissioning and operational delivery of Specialised Burn Services;
- Advise commissioning bodies on workforce planning and development issues related to paediatric and adult surgery, in collaboration with Trust Workforce Planning Leads;
- Monitor quarterly reports from Specialised Burn Services, seeking assurance on:
 - * Staffing and skill mix levels
 - * Training requirements
 - * Service issues
 - * New initiatives
 - * Patient and public involvement
- Ensure production of a SWUK Burn Care ODN Annual Report in accordance with NHS England Burns Care Service Specification and the National Burn Care Standards;
- Ensure compliance with monitoring of NHS England Key Performance Indicators for the Specialised Burn Services within the SWUK Burn Care ODN, to support commissioners in needs assessment, commissioning, procurement and performance management of services. This includes bringing to the attention of commissioners and providers any major variations from service standards. *(NB: The ODN will not be responsible or accountable for the performance of member organisations, or for carrying out corrective actions to address any issues raised, although support in addressing such issues will be provided by the ODN to support member organisations);*
- Monitor the finances of the SWUK ODN Budget;
- Carry out specific pieces of work, such as reviews, as requested by the commissioning bodies;
- Ensure a communication strategy is effective across the SWUK Burn Care ODN and meets requirements of all stakeholders;
- Carry out other duties as required by the Host Organisation, in relation to the SWUK Burn Care ODN.

4. Board Core Membership

4.1 The membership of the SWUK Burn Care ODN Board will include:

- Executive Board Chair;
- SWUK ODN Clinical Leads;
- SWUK ODN Lead Nurse;

- SWUK ODN Manager;
 - A Clinical Lead from each of the Specialised Burn Services;
 - A Trust Manager for each of the Specialised Burn Services;
 - A nominated representative from each of the Specialist Interest Groups (SIGs) or Task and Finish Groups;
 - A commissioning representative from NHS England Specialised Commissioning (South);
 - A commissioning representative from the Welsh Health Specialised Service Committee (WHSSC);
 - Patient and public representative(s) (patient and/or parent/carer).
- 4.2 Composition of the SWUK Burn Care ODN Executive Board should be reviewed on a two yearly basis in order to identify if there is a need for other representation to be added to the core Board membership;
- 4.3 If a representative does not attend three consecutive meetings, the Executive Board Chair reserves the right to review their membership. The ODN Manager will retain an up to date record of Board representatives and maintain an attendance list available at each ODN Board Meeting;
- 4.4 Co-opted/invited members will be invited onto the Board, or short-life Task and Finish Groups, as and when required for specific tasks. For example:
- Other members of the multi-disciplinary burn teams;
 - Clinical Lead(s) from other services referring patients to the specialised burns services;
 - Public Health representatives;
 - Major Trauma Programme of Care Lead;
 - Trauma Clinical Reference Group Lead;
 - Clinical Leads from other South West ODNs (Major Trauma, Critical Care, Paediatric Critical Care);
 - Ambulance Service Trusts;
 - Third sector organisations.
- 4.5 The SWUK Burn Care ODN Executive Board is authorised by NHS England (South) to ask for any information to be presented or for relevant personnel to attend its meetings to allow for detailed consideration of specific issues.

5. Quorum

- 5.1 Meetings will be quorate when the majority of the SWUK Burn Care ODN Executive Board is represented.

- 5.2 The minimum representation on the Executive Board will be:
- Executive Board Chair
 - One of the ODN Clinical Leads
 - One Clinical Lead or Senior Representative from each of the Specialised Burn Services.
- 5.3 For the purposes of decision making, if minimum representation is not available, meetings will go ahead but approval will be sought on any decisions made during the meeting from the rest of the Board via e-mail.
- 5.4 Deputies are permissible so long as they are nominated in advance and are fully briefed.

6. Accountability and Responsibility of Executive Board Members

- 6.1 The SWUK Burn Care ODN Executive Board will be accountable to the commissioning bodies and Host Trust with clear lines of escalation should disagreements arise that cannot be otherwise resolved.
- 6.2 An Annual Report and Work Programme will be agreed by the Executive Board and signed off by the commissioning bodies and Host Trust.
- 6.3 Executive Board members are representatives of their particular organisation/specialist area and as such must act in accordance with the Executive Board's Terms of Reference to facilitate service improvements on behalf of, and where possible with, service users.
- 6.4 The SWUK Burn Care ODN Executive Board will provide performance reports to the commissioning bodies and the Host Trust and agree ODN specific assurance reports. These reports will include:
- ODN Governance Toolkit;
 - Progress reports on ODN work programme;
 - Compliance with National Service Specifications so that all patients benefit from consistent standards of care;
 - Compliance with National Service Specification KPIs and other contractual Quality measures;
 - Progress with Data Quality Improvement Plans;
 - Risk Register;
 - Financial position statement;
 - Up to date national/local guidance or strategic plans that may impact on ODN function/business.
- 6.5 The SWUK Burn Care ODN Executive Board will bring to the attention of the Host Trust, commissioning bodies and member organisations, any major variations from service standards.

- 6.6 The SWUK Burn Care ODN Executive Board will not be responsible or accountable for the performance of member organisations, or for carrying out corrective actions to address any issues raised. However, support in addressing such issues will be provided by the ODN to assist member organisations.
- 6.7 ODNs are non-statutory organisations hosted by a provider organisation, under a contractual agreement with the NHS England (South) Specialised Commissioning. They do not have statutory responsibilities for either service delivery or local organisational clinical governance. Clinical Commissioning Groups, NHS Trusts and Foundation Trusts and NHS Wales Health Boards are ultimately responsible for the delivery of targets and meeting of standards.
- 6.8 ODNs act as facilitators, within a collaborative model, where commissioners remain accountable for commissioning of services and providers for the delivery of services.
- 6.9 It is the responsibility of Executive Board members that they are fully prepared, and have reviewed the papers for each meeting to ensure that recommendations are made in the best interests of the SWUK Burn Care ODN as a whole and are not influenced by locality bias. Members will provide the Executive Board with their personal expertise as informed by professional and local experience, ensuring their input reflects the breadth of understanding in their locality or specialty, avoiding purely personal opinion.

7. Operational Processes

- 7.1 It is expected that the SWUK Burn Care ODN Executive Board will meet four times a year.
- 7.2 Meetings will be held in Bristol as a suitable central location and should be planned in advance on a rolling twelve month basis. At least two dates in advance should be in the diary.
- 7.3 Administrative support will be provided by the SWUK Burn Care ODN Manager. Papers will be circulated no less than seven working days prior to the meeting. Formal minutes will be taken and circulated in draft form within three weeks of each meeting. Once ratified by the Executive Board Chair and Board members, minutes will be publicly available upon request, subject to appropriate consideration of any restricted/sensitive items.
- 7.4 Costs for the Executive Board meetings and specific working groups will be borne by the SWUK Burn Care ODN (NB. Where possible, meetings should be held in the Host or provider organisations' premises to reduce meeting costs). There is no expectation of cross-charging for time and travel costs for ODN staff; these will be borne by the provider trusts for each Specialised Burn Service. Additional funding may be needed for specific projects; this will be subject to SWUK Burn Care ODN Board agreement.

- 7.5 Travel and related expenses for patient and public members will be reimbursed according to the SWUK Burn Care ODN Patient and Public Voice Policy.

8. Urgent Matters Arising between Meetings

- 8.1 In the event of an urgent matter arising between Executive Board meetings that cannot wait for resolution until the next scheduled meeting, the ODN Manager, in consultation with the SWUK Burn Care ODN Clinical Leads, will convene a virtual, or face to face meeting. This should include at least two other SWUK ODN Executive Board members to take such action as necessary. Such decisions will be reported to the next scheduled meeting of the SWUK ODN Executive Board.

9. Decision making

- 9.1 The underpinning principle is that decisions are to be made by reaching consensus between the Executive Board members. In the event that a vote is required then each representative group will have one vote and on any occasion when a majority is not achieved then the Executive Board Chair will have the casting vote.
- 9.2 Each member must have authority to vote on behalf of the organisation(s) that they represent.
- 9.3 Decisions requiring financial resources from an individual member organisation, or that significantly affect the financial position of an organisation, must be agreed with those organisations involved and the appropriate commissioners.

10. Executive Board Governance and Reporting

- 10.1 The Host Trust is responsible for ensuring that the SWUK Burn Care ODN Executive Board is accountable to the organisations represented by its members. An appropriately experienced Director level Executive Board Chair should be appointed.
- 10.2 A robust governance framework underpinning the ODN is fundamental for both provider and commissioner assurance. There is a formal governance and accountability framework that includes all the constituent parts of the SWUK Burn Care ODN. This includes the lines of responsibility and accountability between all service providers and the commissioners. (See SWUK Burn Care ODN Governance Framework).
- 10.3 All Specialised Burn Services individually report to their own organisations using their own governance arrangements to cover local clinical practices.
- 10.4 Each provider is contracted using a standard contract to operate within the protocols and procedures that are agreed by the ODN Executive Board. Contractual accountability is achieved by reports and minutes from the SWUK

Burn Care ODN Executive Board being shared with the commissioning bodies.

- 10.5 The Executive Board will collaborate with appropriate National Programme of Care Lead(s) to promote service improvement, innovation and efficiency initiatives through sharing of the minutes of SWUK Burn Care ODN Executive Board and, where possible, through representation of Specialised Burn Services at appropriate Clinical Reference Group(s).
- 10.6 The SWUK Burn Care ODN will produce an Annual Report of ODN activities and achievements which must make specific reference to activity, quality and clinical governance.

11. Confidential Nature of NHS Information

- 11.1 As a member of the SWUK Burn Care ODN Executive Board, members may have access to confidential information about patients, staff or other health service material or information. On no account must any confidential information be divulged to anyone other than authorised NHS personnel involved with the SWUK Burn Care ODN. Any requests for information of this nature should be referred to the SWUK Burn Care ODN Executive Board Chair.
- 11.2 Failure to observe these rules will be regarded as a serious misconduct which may result in the termination of membership on the SWUK Burn Care ODN Executive Board.
- 11.3 All information concerning the business of the SWUK Burn Care ODN Executive Board must not be released into the public domain until a time when it is considered appropriate by the SWUK Burn Care ODN Executive Board Chair.

12. Probity

- 12.1 The SWUK Burn Care ODN Executive Board will operate at all times in accordance with Corporate Governance Framework of the Host Trust.

13. Review of Terms of Reference

- 13.1 The SWUK Burn Care ODN Management Team shall review all Terms of Reference every three years. Any amendments required will be circulated to the SWUK Burn Care ODN Executive Board for sign off.

Reviewed: Board agreed 29 January 2019

Date of next review: January 2022