

## South West Neonatal Executive Board

### TERMS OF REFERENCE

#### Introduction

This paper formally establishes the South West Neonatal Network Executive Board as the main governing body for the South West Neonatal Operational Delivery Network (ODN).

#### Aim

To ensure the efficient and effective operational management and governance of the South West Neonatal Operational Delivery Network and to provide expertise, direction and advice to NHS England and all Constituent Organisations across the South West Region to improve the quality, safety and effectiveness of neonatal care across the South West.

#### Responsibilities

The responsibilities of the Executive Board are as follows:

- To provide strategic leadership and direction for the South West Neonatal ODN.
- To take responsibility through the management of the ODN team for the development of an effective operating structure for the Network including robust governance, risk and monitoring arrangements.
- To discuss matters and take decisions where required to ensure the efficient and effective operational management of the Neonatal Network and Neonatal Services.
- To provide evidence-based and timely advice to the Regional ODN Oversight Board, NHS England, Commissioners and Trusts to assist them in meeting their responsibilities with regards to the commissioning and operational delivery of neonatal services.
- To form a key part of the commissioning cycle for neonatal services across the South West and provide specialist advice and support to commissioners in enabling the delivery of high quality, efficient and effective services.
- To support and monitor the implementation of the national neonatal service specification across the region.
- To ratify regional guidelines, policies and procedures for implementation.
- To co-ordinate the development of an effective and sustainable neonatal service which is focused on coordinating patient pathways between providers over a wide area to ensure equitable access to specialist resources and expertise.
- To ensure collaborative working is promoted through a network approach, leading to improved outcomes for parents, families and babies across the South West.
- To oversee with the Network Management Team the delivery of Network objectives through their annual improvement agreements and annual report.
- To hold responsibility for ensuring that decisions agreed by the Board are implemented across all host organisations across the South West.

- To oversee the working of the permanent and temporary Advisory and Working Groups of the South West Neonatal ODN.

## Accountability

The South West Neonatal Network Executive Board will be accountable to the South West Specialist Commissioning Team and ODN Regional Oversight Board through a formal reporting process and an annual improvement plan.

## Membership

The Chair of the South West Neonatal Network Executive Board will be an Executive Director of one of the Trusts from across the South West, or an equivalent body. In the absence of this role it will be undertaken by the Clinical Director of the Neonatal Network.

A requirement for Board membership is that all members attend a minimum of at least 2 meetings a year, although where possible all Board meetings should be prioritised. The ability to commit to Board meetings should form part of member's decision-making process when nominating themselves to the Board. Members will not be allowed to send deputies for meetings although the Board will consider deputising in the case of long-term leave of a member. The constitution, membership and terms of reference of the Board will be formally reviewed within the first 12 months, and when required thereafter.

Membership of the South West Neonatal Network Executive Board will consist of the following members:

- Chair
- Network Clinical Director
- Network Manager
- Network Lead Nurse
- Specialised Commissioner for the South West
- NICU Consultant x 3
- LNU/SCBU Consultant x 3
- Lead Nurse x 3
- General/Divisional Manager x 2
- Transport Representative
- Obstetrics/Maternity Representative x 1
- South West Strategic Clinical Network Representative
- Parent Representative x 2

## Frequency of Meetings

Meetings shall be held no less than thrice yearly, and otherwise as the Chair of the Executive Board deems necessary. At least 7 members that reflect the make-up of the Board must be present for the Executive Group to be quorate.

The Chair must ensure that the Executive Board's decisions on all matters brought before it are taken in an open, balanced, objective and unbiased manner. In turn individual group members must

demonstrate through their actions, that their contribution to the group's decision making is based upon the best interest of the region rather than of the individual Trusts by which they are employed. The region must feel that the Executive Board exists to represent a collective view and that the nature of its membership therein must not be felt to disadvantage any unit or trust from across the South West.

## Reporting

The Chair of Board, through the SW ODN Network Manager shall:

- Report formally to the Specialist Commissioning Team/Oversight Board on the Board's activities. This includes updates on activity, the submission of minutes, written reports and an annual report.
- Submit formal work plans and annual reports to NHS England as required.
- Provide details of any significant matters under consideration by Executive Board to Specialised Commissioners.
- Ensure appropriate escalation arrangements are in place to alert both the Commissioners and Trusts of any urgent or critical matters that may compromise patient care and affect the operation or reputation of commissioning or neonatal care services across the South West.
- Ensure triangulation of work plans across the structure of the ODN.

## Decision Making

Recommendations are made by consensus where possible. In the event of a consensus not being reached a majority decision will be sought.

## Evaluation and Reporting

As part of a continuous improvement process, the Board, through the ODN management team will develop an annual work plan for sign-off by NHS England. They will also produce an annual report and quarterly reports to NHS England, Area Commissioners and the Oversight Board through the ODN Management Team.

## Review

In order to ensure that the Executive Board is configured in the most appropriate and effective way to meet the changing needs of the region, these Terms of Reference and other governing documents eg work plans will be reviewed by the Board and ODN Management Team on an annual basis.

## Advisory and Working Groups

The Board will oversee both the permanent and temporary Advisory groups and Working Groups that form part of the South West Neonatal Network. These are as follows:

### Permanent Advisory Groups

- Medical Clinical Advisory Group
- Nursing Clinical Advisory Group
- Management and Commissioning Advisory Group

## Permanent Working Groups

- Guidelines and Clinical Effectiveness
- Transport
- Patient and Family Experience
- Clinical Governance, Safety and Outcomes
- Workforce and Education
- Research
- Financial Performance, Data and Activity

The constitution of the Advisory and Working groups will be reviewed formally within the first 12 months, and when required thereafter.

## Scope

The Executive Board may also be asked to consider/take decisions on issues requested of it by other management or NHS forums, particularly where there are significant financial and/or operational implications/risks.

## Agenda

The standard Agenda for the Executive Board is attached as Appendix 1.

## Links

- Child Death Review Panel
- Maternity and Children’s Strategic Clinical Network
- BLISS
- Adjacent Neonatal Networks
- British Association of Perinatal Medicine
- Neonatal Nurses Association
- SW Health Innovation Board
- NDAU
- National Neonatal CRG

## Administration

Agendas will be agreed by the Neonatal Network Manager. Agenda items may be submitted by any Executive Board member to the Neonatal Network Team’s office at least 2 weeks prior to the meeting. Administrative support for the Executive Board will be provided by the Administrator to the Network Team. The Network Manager will ensure that all papers are distributed at least five working days prior to the meeting.

Administration details	
Written by	Rebecca Lemin
Date	March 2017
Ratified at Board	July 2017
Implementation date	July 2017
Review date	Yearly

## Terms of Reference Appendix 1

### South West Neonatal Network Executive Board

#### Musgrove Park Education Centre

**10am-1pm**

Ref	Description	Annex	Time
<b>1</b>	<b>Opening Business</b>		<b>10am</b>
1a	Apologies		
1b	Minutes of Last Meeting		
1c	Matters Arising		
<b>2</b>	<b>Items for Discussion</b>		
<b>3</b>	<b>Regular Updates for Board</b>		
3a	Patient and Family Experience		
3b	Workforce and Education		
3c	Clinical Governance, Safety and Outcomes		
3d	Guidelines and Clinical Effectiveness		
3e	Transport		
3f	Research		
3g	Financial Performance and Data Activity		
<b>4</b>	<b>Any Other Business</b>		
<b>5</b>	<b>Dates of Next Meeting</b>		