



**GIG**  
CYMRU  
**NHS**  
WALES

Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board



|  |   |                          |                                     |
|--|---|--------------------------|-------------------------------------|
| <b>Meeting Date</b>                                      | <b>14 July 2022</b>   | <b>Agenda Item</b>       | <b>2.6</b>                          |
| <b>Report Title</b>                                      | Neonatal Transport ODN – Memorandum of Understanding (MOU)  |                          |                                     |
| <b>Report Author</b>                                     | Michelle Davies, Head of Strategic Planning   |                          |                                     |
| <b>Report Sponsor</b>                                    | Hazel Lloyd, Acting Director of Corporate Governance  |                          |                                     |
| <b>Presented by</b>                                      | Hazel Lloyd, Acting Director of Corporate Governance  |                          |                                     |
| <b>Freedom of Information</b>                            | Open  |                          |                                     |
| <b>Purpose of the Report</b>                             | The following report provides a summary of the progress to date on the development of the Neonatal Transport ODN, and requests endorsement of the Memorandum of Understanding (MOU).  |                          |                                     |
| <b>Key Issues</b>  | <p>The current Neonatal Transport service moved to 24/7 delivery in January 2021. However, there have been on-going concerns around the governance of the service and Joint Committee supported the establishment of an operational delivery network (ODN) to address the governance concerns and to ensure the on-going management and development of the service.</p> <p>The Neonatal Transport ODN Project Board was set-up, in March to progress the establishment of the ODN. The Project Board is chaired by the Executive Director and membership of the group comprises managerial and clinical representatives from all Health Boards covered by the transport service (excludes BCUHB), WAST, EASC, EMRTs and WHSSC.</p> <p>The Project Board have agreed the staffing and governance structure and the content of the MOU.</p> |                          |                                     |
| <b>Specific Action Required (please choose one only)</b> | <b>Information</b>  | <b>Discussion</b>        | <b>Assurance</b>                    |
|  | <input type="checkbox"/>  | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| <b>Recommendations</b>                                   | <p>Members are asked to:</p> <ul style="list-style-type: none"> <li>Note the progress to establish the Transport ODN.</li> <li>Consider and endorse the MOU for submission to the Board for approval.</li> </ul>  |                          |                                     |

## **Neonatal Transport ODN – Memorandum of Understanding (MOU)**

### **1. INTRODUCTION**

The WHSSC Joint Committee agreed to the establishment of the Neonatal Transport ODN to deliver improved governance arrangements. Swansea Bay UHB agreed to host the ODN, and a Project Board was set-up in March 2022 to take forward the establishment of the ODN. The following report provides assurance around the development of the MOU, and asks for members of the audit committee to endorse the arrangements set-out for submission to Board for approval.

### **2. BACKGROUND**

The recommendation to establish a Neonatal ODN was agreed by the WHSSC Joint Committee at its July 2021 meeting, on behalf of the six Health Boards in Mid, South and West Wales.

The overarching aim of the ODN is to improve the experience and outcomes of neonates who require transport. This is underpinned by the following objectives:

- To foster and promote a collaborative approach to improve patient experience and outcomes across the network, and at an intra-network level
- To embed the principles of value based healthcare within Neonatal Transport
- To develop and implement a network wide continuous process of system evaluation, governance, performance and quality improvement for Neonatal Transport
- To develop and deliver a network-wide training and education programme for Neonatal Transport staff
- To support the submission of data into national registries and audit databases.
- To facilitate benchmarking with NHS England Neonatal Transport services and identify and disseminate best practice
- To promote service improvement and identify opportunities for innovation
- To lead the development of a network wide workforce plan to maintain the resilience and sustainability of Neonatal Transport Colleagues
- To provide advice on future service provision to commissioners and providers.

The current neonatal transport service moved to 24/7 delivery in January 2021. However, there have been on-going concerns around the governance of the service and Joint Committee supported the establishment of an operational delivery network (ODN) to address the governance concerns and to ensure the on-going management and development of the service.

The current 24/7 service is therefore described as interim pending the establishment of the ODN, and will remain the operating model upon which the substantive service will be based.

## 2.1 Neonatal Transport ODN Project Board

The Neonatal Transport ODN Project Board was set up in March 2022, chaired by the Executive Director of Nursing & Patient Experience at Swansea Bay University Health Board to develop the ODN and the associated governance.

The products required to establish the ODN including the Service Specification, the staffing structure and the governance structure have been developed and agreed via the Project Board. The Board is jointly chaired by the Executive Nurse Director & Patient Experience and Service Group Director of Singleton and Neath Port Talbot Hospital, Swansea Bay University Health Board.

Membership of the group comprises managerial and clinical representatives from all Health Boards covered by the transport service (excludes BCUHB), WAST, EASC, EMRTs and WHSSC. The terms of reference are attached as annex 1.

The group has met four times, and the following progress has been made:

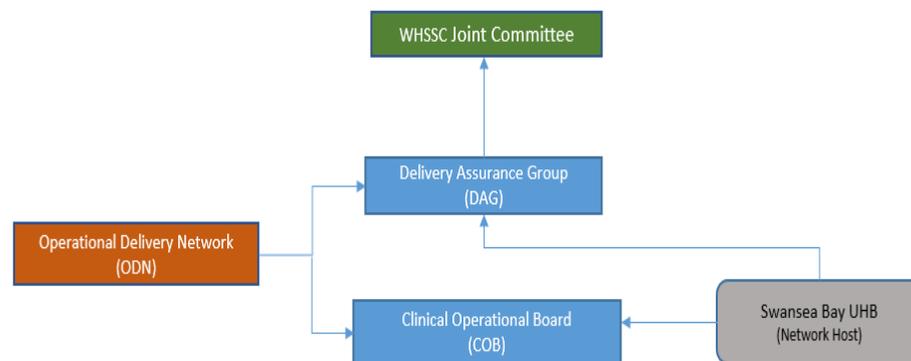
- The draft service specification for the ODN. In line with WHSSC process the ODN Specification has been taken to the WHSSC Policy Group and is now finalised to progress to formal consultation - the consultation period will complete by the end of June 2022.
- A Memorandum of Understanding (MOU) has been agreed. The agreement of the MOU has been delayed, in the main to maximise engagement on the ODN service specification with the clinical team in advance of the formal consultation, but also to allow members of the Project Board to work-up robust arrangements in relation to the governance and staffing structure.
- Members of the project board have been tasked with ensuring that the ODN arrangements are set-up with robust clinical support and leadership, and as a result additional time has been required to consider all options to enable sound decision making.
- The Project Board agreed to a revised “go live” of October, however this would not be without risk, as time to recruit to the ODN staffing structure is limited.

## 2.2 Memorandum of Understanding (MOU)

The MOU has benefited from clinical and operational input from members of the Project Board. The draft MOU originally presented to the Project Board was based on the standard MOU content, which has also been utilised for the Major Trauma and Spinal ODNs, both also hosted by Swansea Bay UHB. The following matters were updated specifically for the Neonatal ODN:

- Governance Structure** - The ODN will discharge its responsibilities for delivery via the agreed governance structure below. The ODN will be accountable to Swansea Bay UHB for all arrangements pertaining to the running of the ODN. The ODN will report quarterly into the SBUHB Management Board and report twice yearly into the SBUHB Quality and Safety Committee providing assurance on the on-going compliance with the clinical governance requirements of the service specification. Full details are set-out in the MOU attached as annex 2.

#### Neonatal Transport Governance Structure



- Data Sharing** - Due to the scale of the data sharing, a data sharing agreement must be put in place between partners and the ODN host – Swansea Bay UHB. The Agreement will be developed in line with the requirements of the Wales Accord on the Sharing of Personal Information (WASPI). A separate task & finish group will be established to develop the WASPI.
- Operational authority** – this section of the MOU was updated to highlight that only in exceptional circumstances are disputes escalated to the SRO, reflecting that local teams are involved regularly in negotiating differences of opinion, and that these are commonly resolved by local teams.
- Staffing Structure** – ensuring robust governance and overall management of the Transport Service is a key objective and the Project Board were keen to ensure that the staffing structure was fit for purpose, and allowed the development of the Service. An additional clinical governance post and a full-time administrative role, now feature in the structure, and a business case has been submitted to WHSSC for consideration. All staff of the ODN will be recruited and employed by Swansea Bay

UHB and this is reflected in the MOU. Honorary contracts will be considered for staff employed on a sessional basis, and under contract with other Health Boards.

### **3. GOVERNANCE AND RISK ISSUES**

Robust governance is a key objective, and securing the fit for purpose staffing structure is key to delivering this - the business case is yet to be approved by WHSSC.

The go live date has been rescheduled to the 1st October 2022, however this is dependent on recruiting the staff for the ODN, and this will be challenging within the timescales. To mitigate this, discussions are ongoing to negotiate a period of transition with the NHS Wales Maternity and Neonatal Network, who currently provide the governance, administrative and data analysis support to the Transport Service.

Once the ODN is in place, there will be an opportunity for the interim model to become permanent, and this will involve a review of the clinical model and by default the financial arrangements.

### **4. FINANCIAL IMPLICATIONS**

The staffing business case is yet to be approved by WHSSC, and a review of the clinical model will be required including the financial arrangements once the ODN is established.

### **5. RECOMMENDATION**

Members are asked to:

- Note the progress to establish the Transport ODN.
- Consider and endorse the MOU for submission to the Board for approval.

| <b>Governance and Assurance</b>  |   |                                     |
|--|---|-------------------------------------|
| <b>Link to Enabling Objectives</b><br><i>(please choose)</i>   | <b>Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities</b> |                                     |
|  | 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"/>            |
|  | <b>Deliver better care through excellent health and care services achieving the outcomes that matter most to people</b>         |                                     |
|  | 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 type="checkbox"/>            |
| <b>Health and Care Standards</b>   |   |                                     |
| <i>(please choose)</i>   | Staying Healthy   | <input type="checkbox"/>            |
|  | Safe Care   | <input checked="" type="checkbox"/> |
|  | Effective Care  | <input checked="" type="checkbox"/> |
|  | Dignified Care  | <input type="checkbox"/>            |
|  | Timely Care   | <input type="checkbox"/>            |
|  | Individual Care   | <input type="checkbox"/>            |
|  | Staff and Resources   | <input checked="" type="checkbox"/> |
| <b>Quality, Safety and Patient Experience</b>  |   |                                     |
| The establishment of the ODN will secure the future development of the Neonatal Transport Service and improve quality, safety and patient experience for women and babies.       |   |                                     |
| <b>Financial Implications</b>  |   |                                     |
| The staffing business case is yet to be approved by WHSSC, and a review of the clinical model will be required including the financial arrangements once the ODN is established. |   |                                     |
| <b>Legal Implications (including equality and diversity assessment)</b>  |   |                                     |
| There are no legal implications for consideration.   |   |                                     |
| <b>Staffing Implications</b>   |   |                                     |
| Fit for purpose staffing is subject to WHSSC sign off.   |   |                                     |
| <b>Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)</b>  |   |                                     |
| The establishment of the ODN will secure the future development of the Neonatal Transport Service including the single point of access.  |   |                                     |
| <b>Report History</b>  | This is the first report for the Committee's consideration on Neonatal Transport ODN.   |                                     |
| <b>Appendices</b>  | Appendix 1 – Project Board Terms of Reference<br>Appendix 2 – Memorandum of Understanding (MOU)                                 |                                     |