



Bwrdd Iechyd Prifysgol
Bae Abertawe
Swansea Bay University
Health Board



Meeting Date	12 March 2020	Agenda Item	2.6
Report Title	Major Trauma Network, SBUHB Governance		
Report Author	Patsy Roseblade, Programme Director Governance Improvement		
Report Sponsor	Pam Wenger, Director of Corporate Governance		
Presented by	Pam Wenger, Director of Corporate Governance		
Freedom of Information	Open		
Purpose of the Report	Following the update provided to the Board on 30 January 2020 regarding the ongoing work in respect of the governance framework for the Operational Delivery Network (ODN) and the hosting arrangements within Swansea Bay University Health Board (SBUHB). This report provides a further update on progress to the Audit Committee.		
Key Issues	<ul style="list-style-type: none"> ○ SBUHB has developed a hosting agreement that sets out the responsibilities of the ODN and the responsibilities of the Major Trauma Network (MTN) member health boards. ○ The hosting agreement takes the form of a Memorandum of Understanding (MoU) and will be signed by SBUHB as host of the ODN and all health boards within the Major Trauma Network. This will include SBUHB as a provider of services to the MTN. The MoU is, at the time of reporting, in final draft form. ○ Each health board will need to approve the MoU through their own organisational processes throughout March 2020. 		
Specific Action Required (please choose one only)	Information	Discussion	Assurance
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Recommendations	<p>Members are asked to:</p> <ul style="list-style-type: none"> ○ The Audit Committee is asked to consider the governance arrangements for SBUHB hosting the ODN and the MoU. ○ Recognising the MoU is currently in draft form and assuming there are no major changes, the Audit Committee are asked to recommend its approval to the Board. 		

MAJOR TRAUMA NETWORK – SBUHB GOVERNANCE ARRANGEMENTS

1. INTRODUCTION

1.1. Following the update provided to the Board on 30 January 2020 regarding the ongoing work in respect of the governance framework for the Operational Delivery Network and the hosting arrangements within Swansea Bay University Health Board (SBUHB). This report is intended to provide a further update to the Audit Committee and includes the draft Memorandum of Understanding (MoU) between SBUHB and all Major Trauma Network (MTN) member health boards.

2. BACKGROUND

2.1. Swansea Bay University Health Board (SBUHB) has been designated as the host of the Operational Delivery Network (ODN) for the Major Trauma Network (MTN). The primary purpose of the ODN is to provide the management function for the network, to coordinate operational delivery and enhance major trauma learning thus improving patient outcomes, patient experience and quality standards from the point of wounding to recovery.

2.2. The ODN is central to the development of the trauma network for South Wales, West Wales and South Powys and involves cross-organisation and multi-professional working through a whole system collaborative approach ensuring the delivery of safe and effective services across the patient pathway.

2.3. As a healthcare provider, Swansea Bay University Health Board will be responsible for an adult and paediatric trauma unit, with specialist services, at Morriston Hospital. It will provide specialist support to the Major Trauma Centre (MTC) and provide specialist surgery for patients who do not have multiple injuries, for burns, plastics, spinal and cardiothoracic surgery. This is entirely separate from the health board's responsibility as the host of the Operational Delivery Network.

2.4. SBUHB will also be responsible for provision of EMRTS to the MTN, this is commissioned by the Emergency Ambulance Services Committee (EASC) and, as above, is entirely separate from the health board's responsibilities as host of the ODN.

2.5. The responsibility as the host of the ODN is essentially an employment and corporate services role along with delivery of all elements of the service specification. In this role SBUHB will be expected to provide HR support, finance support, accommodation etc. to a small team that form the ODN. The team will be managed by the Interim Associate Service Director who, in this role, will be accountable to the ODN SRO.

2.6. SBUHB has developed a hosting agreement that sets out the responsibilities of the ODN and the responsibilities of the MTN member health boards in order that the service can perform to its maximum effectiveness.

2.7. The hosting agreement takes the form of a Memorandum of Understanding (MoU) and will be signed by SBUHB as host to the ODN and all health boards

within the major trauma network. This will include SBUHB as a provider of services to the MTN. The MoU is attached at appendix 1.

2.8. Welsh Health Specialist Services Committee (WHSSC) is the commissioner of the ODN and, as such, have developed a Service Specification which is currently out to consultation. SBUHB have had the opportunity to comment on the Service Specification. It is important to note that if there are significant changes to the final document compared to the draft version seen, there will need to be changes to the MoU.

2.9. The MoU, currently in final draft form, has been shared with the MTN team including the NHS Collaborative along with Board Secretaries of all MTN member health boards. Each health board will need to approve the MoU through their own organisation processes throughout March 2020.

3. GOVERNANCE AND RISK ISSUES

3.1. The MoU makes reference to a series of policies, as listed below.

- Clinical Governance Policy
- Data sharing agreement
- MTC acceptance policy
- Automatic repatriation policy
- Trauma team activation policy

3.2. All policies have been developed collaboratively and approved by the MTN Board. Health boards are expected to adopt each policy/agreement through their own processes at or before go-live of the MTN.

3.3. It is important to note that the ODN will not have statutory responsibility for clinical governance within the MTN. Rather it will be responsible for ensuring regular and complete reporting into the ODN for clinical governance relating to the trauma network.

3.4. The ODN will be responsible for ensuring all health boards operating within the MTN comply with clinical governance reporting requirements as per the approved Programme Business Case. The ODN will be responsible for completion of investigations in the event of a MTN clinical incident and also that learning from the incident is disseminated to all MTN members. The ODN will be required to ensure all clinical governance issues follow the escalation process as identified below. SBUHB will be accountable for ensuring the ODN discharges these functions effectively via the Clinical Operations Board (COB) through to the DAG and the WHSSC Quality and Patient Safety committee. The DAG will be responsible and accountable to the WHSSC Joint Committee to ensure that any clinical and operational governance issues that have been escalated to it by the ODN via the COB are reported to respective organisational executive leads for major trauma and that appropriate action is taken to address weaknesses.

3.5. There is a small risk that SBUHB could be jointly culpable in a serious untoward incident (SUI) even if the health board was not directly involved in

the provision of clinical services. This could happen if it is found that the ODN has repeatedly failed to disseminate learning following SUI's within the MTN.

3.6. To mitigate this risk the control actions within SBUHB for the ODN includes twice yearly reporting of escalated clinical governance incidents to the Quality and Safety Committee. The ODN will also report quarterly into the Senior Leadership Team (SLT) Meeting providing assurance and evidence that the service provided by the ODN is being delivered in line with expectations.

4. FINANCIAL IMPLICATIONS

4.1. The financial risk of hosting the ODN is minimal as the staff employed to operate the ODN have been fully funded. However, any long term, unexpected absence is not covered in the funding agreed. To mitigate this risk the following paragraph has been included within the MoU:

- Where there are unavoidable long term ODN staff absences (> three weeks) network member health boards will contribute to the unplanned costs of cover.

5. RECOMMENDATION

5.1. The Audit Committee is asked to consider the governance arrangements for SBUHB hosting the Operational Delivery Network and the Memorandum of Understanding.

5.2. Recognising the MoU is currently in draft form and assuming there are no major changes, the Audit Committee is asked to recommend its approval to the Board.

Governance and Assurance		
Link to Enabling Objectives <i>(please choose)</i>	Supporting better health and wellbeing by actively promoting and empowering people to live well in resilient communities	
	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"/>
	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 type="checkbox"/>
	Digitally Enabled Care	<input type="checkbox"/>
	Outstanding Research, Innovation, Education and Learning	<input checked="" type="checkbox"/>
Health and Care Standards		
<i>(please choose)</i>	Staying Healthy	<input type="checkbox"/>
	Safe Care	<input type="checkbox"/>
	Effective Care	<input checked="" type="checkbox"/>
	Dignified Care	<input type="checkbox"/>
	Timely Care	<input checked="" type="checkbox"/>
	Individual Care	<input type="checkbox"/>
	Staff and Resources	<input type="checkbox"/>
Quality, Safety and Patient Experience		
<p>Swansea Bay University Health Board (SBUHB) has been designated as the host of the Operational Delivery Network (ODN) for the Major Trauma Network (MTN). The primary purpose of the ODN is to provide the management function for the network, to coordinate operational delivery and enhance major trauma learning thus improving patient outcomes, patient experience and quality standards from the point of wounding to recovery.</p>		
Financial Implications		
<p>The financial risk of hosting the ODN is minimal as the staff employed to operate the ODN have been fully funded. However, any long term, unexpected absence is not covered in the funding agreed. To mitigate this risk the following paragraph has been included within the MoU: “Where there are unavoidable long term ODN staff absences (> three weeks) network member health boards will contribute to the unplanned costs of cover”.</p>		
Legal Implications (including equality and diversity assessment)		
<p>There is a small risk that SBUHB could be jointly culpable in a serious untoward incident (SUI) even if the health board was not directly involved in the provision of clinical services. This could happen if it is found that the ODN has repeatedly failed to disseminate learning following SUI’s within the MTN. Mitigation of this risk includes regular reporting to both the health board’s Quality and Safety Committee and the Senior Leadership Team.</p>		
Staffing Implications		
<p>There is a requirement within the commissioning service specification to demonstrate staffing segregation between the ODN and the Morriston Delivery Unit. This has been achieved by ensuring the ODN management are accountable to the ODN SRO.</p>		

Long Term Implications (including the impact of the Well-being of Future Generations (Wales) Act 2015)

- **Long Term** – Development of the MTN will improve patient outcomes in both the long-term and short-term.
- **Prevention** – The research element of the ODN will lead to improved outcomes. Also, whilst not covered in this paper there is an aspirational aspect to the ODN which delivers an injury prevention programme in collaboration with Public Health Wales.
- **Collaboration** – The Major Trauma Network is a collaboration of all health boards in South Wales, West Wales and South Powys working together to deliver an improved trauma service for patients.

Report History

A paper was presented to the Board 30 January 2020 providing an update with regards to the ongoing work in respect of the governance framework for the Operational Delivery Network and the hosting arrangements within Swansea Bay University Health Board.

Appendices

Appendix 1 – Memorandum of Understanding