



## Northern Burn Care Network

### Network Board Terms of Reference

#### 1. Introduction

- 1.1 This document describes the Terms of Reference of the Northern Burn Care Network (NBCN) Board. NBCN is an Operational Delivery Network (ODN) for specialised burns care.

#### 2. Background

- 2.1 The NBCN has a Governance Framework made up of a Network Board, a Network Management Team and a number of professional sub-groups that report into the Network Board (see NBCN Governance Framework).
- 2.2 The Network 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 Network Board has been established to oversee the NBCN, ensuring compliance with the NBCN Governance Framework and delivery of an Annual Work Programme across the network.
- 2.4 The Network Board includes representation from all Specialised Burn Services within the NBCN's geographical footprint and representation from commissioning bodies, which is described in more detail in section 4.

#### 3. Purpose of the NBCN Network Board

- 3.1 The primary concern of the NBCN Board is to facilitate, through network activity, high quality individualised care for patients requiring specialised burns services, ensuring delivery according to the service specifications and agreed clinical standards. It will provide impartial clinical advice to 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, outcomes and equity of service delivery to the required standards.
- 3.2 The NBCN Board will undertake the following tasks:
  - Develop and agree a governance structure for the NBCN on behalf of the commissioning bodies and network host
  - Develop and maintain consistent patient pathways, policies and protocols that are used by all members of the network

- Agree the content of an Annual Work Programme in accordance with the NHS England Burn Care Specialised Service Specifications to be signed off by the network host
- Agree responsibility, and be accountable for delivering, the Work Programme across individual and member organisations. Obtaining quarterly updates from the NBCN Management Team who will oversee day to day progress against the Work Programme
- Ensure production of a NBCN Annual Report in accordance with NHS England Burns Care Service Specifications and the National Burn Care Standards
- 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
- Carry out specific pieces of work, such as reviews, as requested by the commissioning bodies
- Ensure a communication strategy is effective across the NBCN and meets requirements of all stakeholders
- Carry out other duties as required by the network host, in relation to the NBCN

#### 4. Board Core Membership

- 4.1 The membership of the NBCN Board will include:
- Board Chair
  - Network Clinical Lead
  - A Clinical Lead from each of the Specialised Burn Services
  - A senior service manager from each of the Specialised Burn Services
  - A nominated representative from each of the professional subgroups
  - Network Manager
  - A commissioning representative from NHS England Specialised Commissioning (North West/North East and Yorkshire)
- 4.2 The board retains the ambition to include patient and public representative(s) (patient and/or parent/carer) in its core membership.
- 4.3 Composition of the NBCN 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
- 4.4 If a representative does not attend three consecutive meetings, the NBCN Board Chair reserves the right to review their membership. The Network Manager will retain an up to date record of Board representatives and maintain an attendance list available at each ODN Board Meeting
- 4.5 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 ODNs within the NBCN geographical footprint (Major Trauma, Critical Care, Paediatric Critical Care)
- Ambulance Service Trusts
- Third sector organisations

4.6 The NBCN Board is authorised by NHS England (North West Region) 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 burn care services in the NBCN are represented.

5.2 The minimum representation on the NBCN Board will be:

- Board Chair
- Clinical Lead
- Network Manager
- One Clinical Lead or Senior Representative from the majority 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 NBCN Board Members

6.1 The NBCN Board will be accountable to the commissioning bodies and host organisation 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 NBCN Board and signed off by the commissioning bodies and host organisation.

6.3 NBCN Board members are representatives of their organisation/specialist area and as such must act in accordance with the NBCN Board's Terms of Reference to facilitate service improvements on behalf of, and where possible with, service users.

6.4 The NBCN Board will provide performance reports to the commissioning bodies and the host organisation and agree ODN specific assurance reports.

- 6.5 The NBCN Board will bring to the attention of the host organisation, commissioning bodies and member organisations, any major variations from service standards.
- 6.6 The NBCN 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 act as facilitators, within a collaborative model, where commissioners remain accountable for commissioning of services and providers for the delivery of services.
- 6.8 It is the responsibility of NBCN 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 NBCN as a whole and are not influenced by locality bias. Members will provide the NBCN 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 NBCN Board will meet four times a year.
- 7.2 Meetings will be held virtually on MS Teams 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 Network Manager/Networks Business Support. Papers will be circulated no less than seven 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 NBCN 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 NBCN Board meetings and specific working groups will be borne by the Network. 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 NBCN Board agreement.
- 7.5 Travel and related expenses for patient and public members will be reimbursed according to the host organisation policy.

## **8. Urgent Matters Arising between Meetings**

- 8.1 In the event of an urgent matter arising between NBCN Board meetings

that cannot wait for resolution until the next scheduled meeting, the Network Manager, in consultation with the Clinical Lead, will convene a virtual, or face to face meeting. This should include at least two other NBCN Board members to take such action as necessary. Such decisions will be reported to the next scheduled meeting of the NBCN Board.

## 9. Decision making

- 9.1 The underpinning principle is that decisions are to be made by reaching consensus between the NBCN 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 NBCN 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. NBCN Board Governance and Reporting

- 10.1 The Network Host is responsible for ensuring that the NBCN Board is accountable to the organisations represented by its members.
- 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 NBCN. This includes the lines of responsibility and accountability between all service providers and the commissioners. (See NBCN 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 NBCN Board. Contractual accountability is achieved by reports and minutes from the NBCN Board being shared with the commissioning bodies.
- 10.5 The NBCN 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 NBCN Board and, where possible, through representation of Specialised Burn Services at appropriate Clinical Reference Group(s).

- 10.6 The NBCN 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 NBCN 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 NBCN. Any requests for information of this nature should be referred to the NBCN 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 NBCN Board.
- 11.3 All information concerning the business of the NBCN Board must not be released into the public domain until a time when it is considered appropriate by the NBCN Board Chair.

## **12. Probity**

- 12.1 The NBCN Board will operate at all times in accordance with Corporate Governance Framework of the network host (NHS England North West Region).

## **13. Review of Terms of Reference**

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

Date agreed by Network Board: 2 February 2022

Date of next review: February 2025