



Northern Burn Care Network Governance Framework

1. Introduction

- 1.1 This document describes the overall Governance Framework for the Northern Burn Care Network (NBCN). NBCN is an Operational Delivery Network (ODN) for specialised burns care.

2. Background

- 2.1 The NBCN is one of four national Burn Care Operational Delivery Networks:
- Northern Burn Care ODN
 - Midlands Burn Care ODN
 - London and South East of England ODN
 - South West UK Burn Care ODN
- 2.2 The NBCN serves the populations of North West England, North East England, North Wales and the Isle of Man. The total population is approximately 16.9 million (*see Appendix 1 detailing the NBCN's geographical footprint*).
- 2.3 The NBCN is commissioned to optimise the provision of care for burn injured patients as defined in the NHS England Manual for Prescribed Specialised Services and the NHS Standard Contract for Specialised Burn Care. This provision is managed through the NBCN in line with the recommendations of NHS England's Governance Model for ODNs.
- 2.5 A tiered model of specialised burn care services is in place across the NBCN geographical footprint. This consists of Burn Care Providers that, in compliance with the National Burn Care Standards and the National Burn Care Referral Guidance, deliver specialised burn care to patients through Centres, Units and Facilities (see Table 1). This enables patients with a burn injury to be treated in the right place by the right team of experts and provide a network of care to ensure patients are seen as close to home as possible following their burn injury.

Table 1 – Burn Care Providers in the Northern Burn Care Network

	Trust	Site	Age
Burn Centres	Alder Hey Children’s Hospital NHS Foundation Trust, Liverpool	Alder Hey Children’s Hospital	Children only
	Manchester University Hospitals NHS Foundation Trust	Wythenshawe Hospital Royal Manchester Children’s Hospital	Adults only Children only
	Mid Yorkshire Hospitals NHS Trust	Pinderfields Hospital, Wakefield	Adults only
	Newcastle upon Tyne Hospitals NHS Foundation Trust	Royal Victoria Infirmary	All ages
	St. Helens and Knowsley Teaching Hospitals NHS Trust	Whiston Hospital	Adults only
Burn Units	Mid Yorkshire Hospitals NHS Trust	Pinderfields Hospital, Wakefield	Children only
	Sheffield Children’s NHS Foundation Trust	Sheffield Children’s Hospital	Children only
	Sheffield Teaching Hospitals NHS Foundation Trust	Northern General Hospital	Adults only
Burn Facilities	Lancashire Teaching Hospitals NHS Foundation Trust	Royal Preston Hospital	All ages
	South Tees Hospitals NHS Foundation Trust	James Cook University Hospital, Middlesbrough	All ages

3. NBCN Governance Framework

- 3.1 There is a regional governance framework in place for the NBCN region. There is also a national governance framework which all the Burn Care ODNs are part of.

NBCN Regional Governance Framework

- 3.2 The NBCN has established the following regional governance framework:

- Network Board
- Network Management Team
- Clinical Advisory Group
- Specialist Nurses Group
- Specialist Therapists Group
- Nutrition and Dietetics Group

- Specialist Psychologists Group
- 3.3 All the above groups have been formally incorporated into the governance structure of the NBCN by the Network Board and each have their own Terms of Reference. See Appendix 2 for NBCN governance framework and links to national bodies.
- 3.4 Details of the remit and authority of the above groups are fully described in each of their Terms of Reference.
- 3.5 The Network Board also has the authority to set up short-life Task and Finish Groups. These will not require full Terms of Reference, however the Network Board will specify clear aims and objectives for each group.
- 3.6 The Network Manager will establish and maintain links to Major Trauma and Critical Care ODNs (adult and paediatric) across the NBCN geographical footprint. See Appendix 3 for details of these networks.

Regional Morbidity and Mortality Review

- 3.6 The NBCN has a process in place for monitoring paediatric and adult Morbidity and Mortality (M&M) in relation to burn injuries across the region. All burn care services will contribute to a yearly regional M&M meeting at which all deaths are reviewed.

Risk Management

- 3.7 Networks do not manage risk independently but within a system of national, regional and system-level arrangements. Networks support risk identification, assessment, mitigation and may facilitate any agreed response.
- 3.8 NBCN will use the risk management arrangements of the network host (NHS England). Risks will be recorded on the network host risk register and monitored and managed through NHS North West Specialised Commissioning Governance of Risks and Issues Standard Operating Procedure.
- 3.9 The responsibility for identifying, assessing and responding to risks within individual burn services rests with those organisations and is not the responsibility of the NBCN.
- 3.10 Burn care service leads within the NBCN will notify the Network Board of any significant risks. These will be assessed by the Network Board to establish if there are ODN wide implications and added to the risk register if appropriate.

National Governance Framework

- 3.11 All the Burn Care ODNs come under the National Programme of Care for Trauma which provides leadership and oversight of the development and delivery of a comprehensive work programme that achieves demonstrable

improvements in the quality, equity, value and outcomes of commissioned specialised services.

- 3.12 All Burn Care ODNs contribute to the Major Trauma Clinical Reference Group (D02) which brings together services for major trauma and burns.
- 3.13 All Burn Care ODNs should also be linked to the National Programme of Care for Women and Children; Paediatric Intensive Care Clinical Reference Group (E07).

National Morbidity and Mortality Review

- 3.14 The NBCN Regional M&M meeting is used to identify cases to take to a National Burns M&M meeting.
- 3.15 The National M&M meeting is held once a year.

National Burns ODN Group

- 3.16 The NBCN works closely with the other Burn Care ODNs on national projects through a National Burns ODN Group. This group consists of ODN Clinical Leads and ODN Managers and meets every two months. The group focuses on aligning certain work streams across the ODNs, for example, Emergency Preparedness Resilience and Response (EPRR), Surge and Escalation protocols, national M&M review, peer review and national clinical guidelines and referral pathways.

4. Reporting and accountability

- 4.1 The NBCN is accountable, via the Network Board, to the network host/commissioner (NHS England North West Region). The Network Manager will provide a quarterly report to specialised commissioners in NHS England North West and North East & Yorkshire regions.
- 4.2 Appendix 2 provides an organisational diagram of full reporting and accountability structure.
- 4.3 Minutes of the Network Board will be distributed to the full Board membership and other key stakeholders.

5. Frequency of meetings

Regional Meetings	Frequency
Network Board	Quarterly
Professional subgroups	Quarterly
M&M Meeting	Annually
National Meetings	
Burns ODN Group (NBODNG)	Every 2 months
M&M Meeting	Annually

Burns ODN Managers	Every 2 months
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5.1 In addition to the above, the Network Manager and Clinical Lead are authorised to call extraordinary meetings if required.

6. Responsibilities of represented organisations and their members as part of the NBCN Governance Framework

6.1 The NBCN should be recognised by the member organisations and their Chief Executives as an expert clinical group. They will be used to channel discussions between commissioners and providers providing guidance on prioritisation. This will be evidence based and take into account all of the health economies.

6.2 NBCN members should contribute with their individual expertise and views but hold in mind that the purpose of the ODN is to improve the quality of burn care services across the whole ODN and that this may sometimes take precedence over the views and interests of individual members and their organisations.

6.3 ODN clinical advice should be sought for commissioning, planning and prioritisation of burn care services. It should be recognised that ODNs are involved in the process of commissioning, rather than conducting the process.

6.4 Any proposals for service change will be presented to the ODN and will be subject to Specialised Commissioning policies and procedures for priority setting, decision making, commissioning and management of service change. Such changes would include changes to the range and complexity of services delivered by individual service providers and/or changes that would have a material impact upon activity undertaken by individual service providers.

6.5 ODNs do not have statutory responsibilities for either service delivery or local organisational clinical governance.

6.6 Clinical Commissioning Groups (CCGs) and NHS Trusts are ultimately responsible for the delivery of targets and meeting of standards. From 1 July 2022, Integrated Care Systems (ICSs) will take over the responsibilities currently held by CCGs.

6.7 Representatives at the NBCN meetings described within this Governance Framework are responsible for sharing information within their burn care services and reporting back within their organisations.

6.8 All member organisations are required to agree to comply with reasonable information sharing requests as a condition of membership of the ODN.

7. Authority

- 7.1 The NBCN is authorised by the Commissioning Bodies to investigate any activity within this Governance Framework and to seek any information it requires from any employee of member organisations and individual members of staff. All such employees are directed to cooperate with any request made by the NBCN.
- 7.2 The NBCN has no executive powers other than those specifically delegated within the Terms of Reference of the ODN governance meetings described within this framework.

8. Decision making

- 8.1 As stated above, the NBCN is not a decision-making body but is charged to provide advice to Commissioning Bodies on a variety of matters.
- 8.2 Where the ODN is unable to reach a unanimously supported view on any matter, the NBCN will be responsible for providing an ODN view to Commissioning Bodies together with a briefing on any concerns expressed by individuals or organisations that have not supported the view put forward by the ODN leadership.

9. Probity

- 9.1 The NBCN will operate at all times in accordance with this Governance Framework, NHS England ODNs Governance Framework and, where appropriate, the Corporate Governance Framework of the network host (NHS England North West Region).

10. Review of NBCN Governance Framework

- 10.1 The NBCN Management Team shall review this Governance Framework on a three yearly basis or when there are any national NHS reorganisations. Any amendments required will be circulated to the Network Board for approval.

Date agreed by Network Board: 2 February 2022

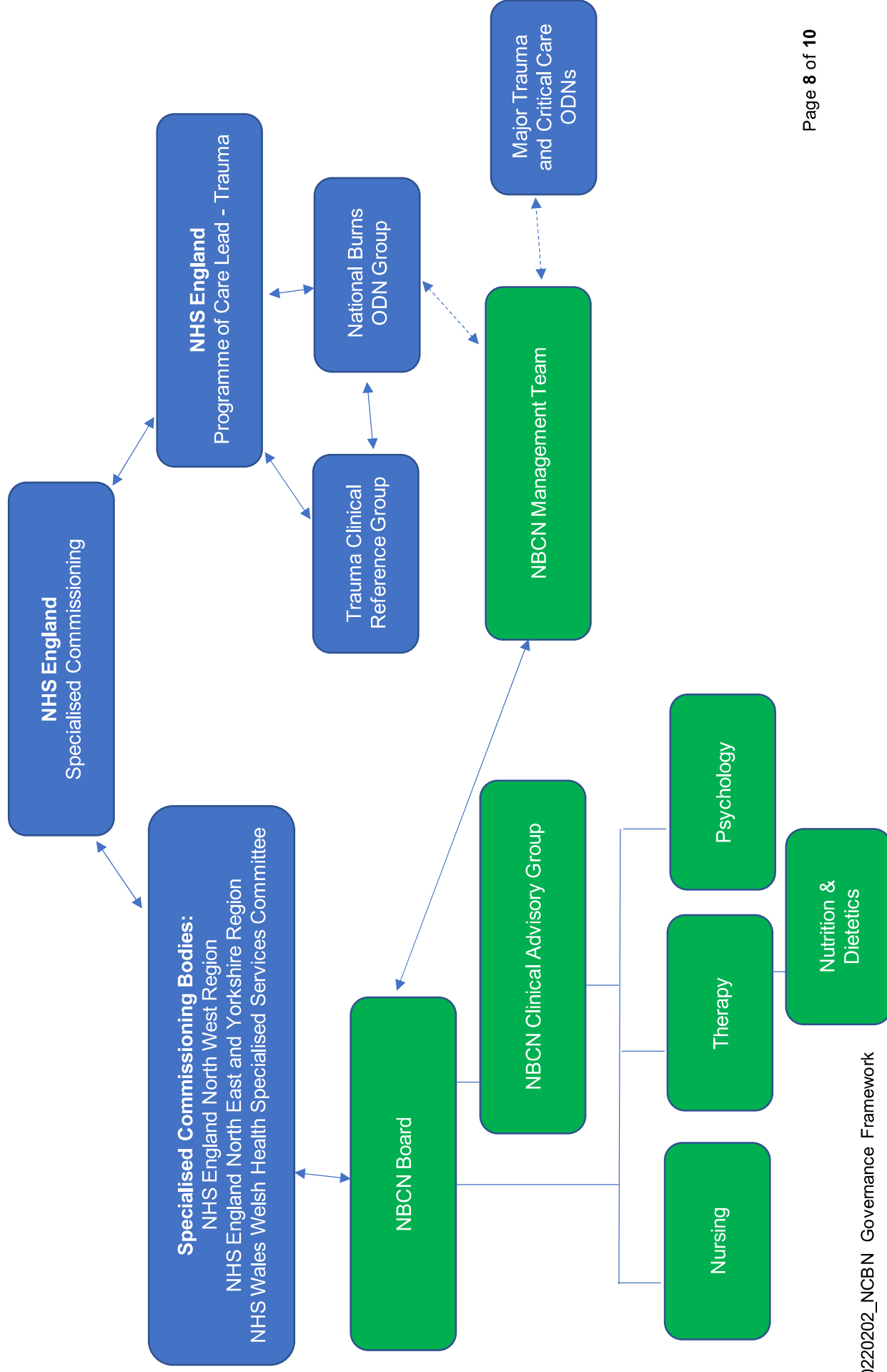
Date of next review: February 2025

Appendix 1: NBCN Map & Stakeholder Organisations



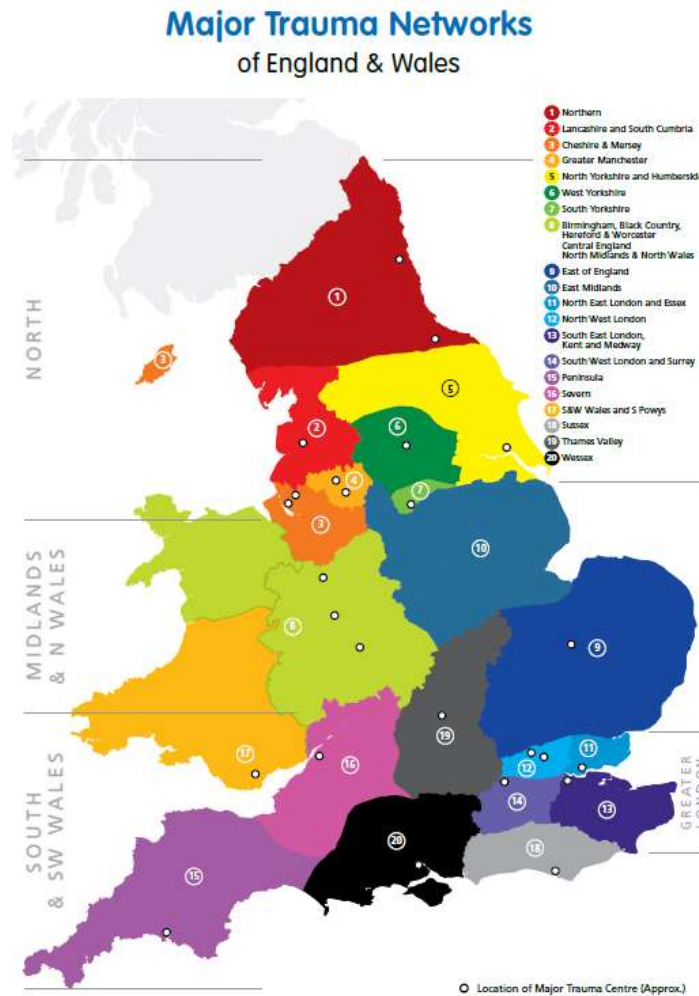
Integrated Care Systems		Welsh Health Boards	
North West: Cheshire & Merseyside Greater Manchester Lancashire & South Cumbria	North East and Yorkshire: Humber, Coast and Vale North East and North Cumbria South Yorkshire and Bassetlaw West Yorkshire	Betsi Cadwaladr University Health Board	Isle of Man Government

Appendix 2: NBCN Governance Structure



Appendix 3: Major Trauma and Critical Care Networks

The following map shows Major Trauma Networks in England and Wales.

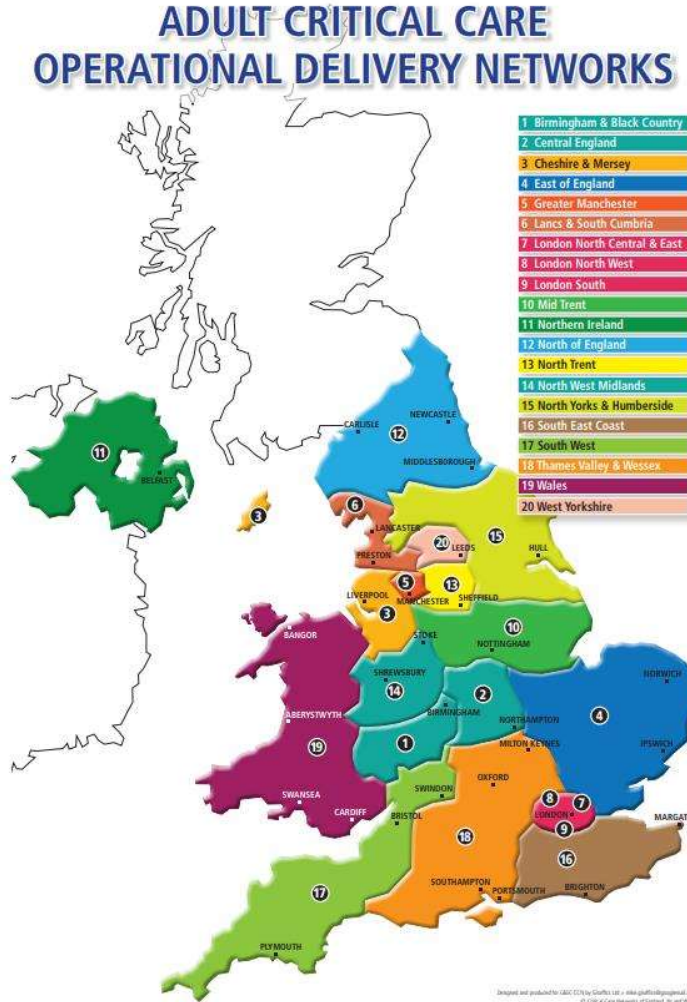


There are seven major trauma networks in the geographical footprint of the NBCN:

1. Northern
2. Lancashire and South Cumbria
3. Cheshire & Mersey
4. Greater Manchester
5. North Yorkshire and Humberside
6. West Yorkshire
7. South Yorkshire

North Wales is part of NBCN but is served by Stoke on Trent for Adult Major Trauma. Paediatric Major Trauma from North Wales is referred to the Paediatric Major Trauma Centre at Alder Hey Children's Hospital.

The following map shows Adult Critical Care Networks in England and Wales:



There are seven adult critical care networks in the geographical footprint of the NBCN:

1. North of England (includes paediatric critical care)
2. Lancashire and South Cumbria (integrated with major trauma network)
3. Cheshire & Mersey
4. Greater Manchester (integrated with major trauma network)
5. North Yorkshire and Humberside
6. West Yorkshire
7. North Trent

There are three paediatric critical care networks in the geographical footprint of the NBCN:

1. North of England
2. North West and North Wales
3. Yorkshire and Humber