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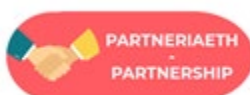
Pwyllgor Gwasanaethau Iechyd
Arbenigol Cymru (PGIAC)
Welsh Health Specialised
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Specialised Services Service Specification: CP244

South Wales Neonatal Transport Operational Delivery Network

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Statement

Welsh Health Specialised Services Committee (WHSSC) will commission the South Wales Neonatal Transport Operational Delivery Network (ODN) in accordance with the criteria outlined in this specification.

In creating this document WHSSC has reviewed the requirements and standards of care that are expected to deliver this service.

Disclaimer

WHSSC assumes that healthcare professionals will use their clinical judgment, knowledge and expertise when deciding whether it is appropriate to apply this document.

This document may not be clinically appropriate for use in all situations and does not override the responsibility of healthcare professionals to make decisions appropriate to the circumstances of the individual patient, in consultation with the patient and/or their carer or guardian.

WHSSC disclaims any responsibility for damages arising out of the use or non-use of this document.

1. Introduction

This document has been developed as the Service Specification for the planning and delivery of the Neonatal Transport Operational Delivery Network (ODN) for people resident in south Wales. This service will only be commissioned by the Welsh Specialised Services Committee (WHSSC) and applies to residents of all the following Health Boards:

- Aneurin Bevan University Health Board
- Cardiff and Vale University Health Board
- Cwm Taf Morgannwg University Health Board
- Hywel Dda University Health Board
- Powys Teaching Health Board
- Swansea Bay University Health Board.

1.1 Background

A Neonatal Transport Operational Delivery Network (ODN) for south Wales involves cross-organisation and clinical multi-professional working, through a whole system collaborative approach, ensuring delivery of safe and effective transport services for Neonates.

The Neonatal Transport Services for South Wales is provided by neonatal teams from three Health Boards, namely Aneurin Bevan, Cardiff and Vale and Swansea Bay in conjunction with the Welsh Ambulance Services Trust (WAST). Each Team work one week in three on rotation. The service operates a 24 hour service, 365 days of the year.

The recommendation to establish an 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.

Swansea Bay University Health Board (SBUHB) in its role as host health board is responsible for the delivery of all elements of this service specification.

1.2 Aims and Objectives

The aim of this service specification is to define the requirements and standards for delivering the Neonatal Transport Operational Delivery Network (ODN) for south 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 staff involved in stabilisation and transportation of babies.
- To support the submission of data into national registries and audit databases.
- To facilitate benchmarking with UK 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.

1.3 Relationship with other documents

This document should be read in conjunction with the following documents:

- **NHS Wales**
 - [A Healthier Wales: Our Plan for Health and Social Care: Welsh Government \(2019\)](#)
 - [National clinical framework: a learning health and care system: Welsh Government \(2021\)](#)
- **WHSSC policies and service specifications**
 - CP190 Neonatal Transport Service Specification: WHSSC (awaiting publication)
- **Other published documents**
 - [All Wales Neonatal Standards, 3rd Edition](#) 2017
 - [Quality standard for specialist neonatal care.](#) National Institute for Clinical Excellence (NICE) (2010).
 - [CRG Neonatal Transport service specifications](#) document (NHS England, 2014) content/uploads/sites/12/2015/01/e08-serv-spec-neonatal-critical-transp.pdf

- [Standards for Hospitals Providing Neonatal Intensive and High Dependency Care.](#) The British Association of Perinatal Medicine (2001).
- [Service Standards for Hospitals Providing Neonatal Care.](#) The British Association of Perinatal Medicine (BAPM) (2010). (3rd Edition
- [Dataset for neonatal transport \(2012\).](#) BAPM & UK Neonatal Transport Group, Time critical transfers.
- [Paediatric Intensive Care Society - Standards 2008 \(pccsociety.uk\)](#) pages 109-116
- [Toolkit for High Neonatal Services.](#) Department of Health (2009)
- [Caring for Vulnerable Babies. The re-organisation of neonatal services in England.](#) Committee of Public Accounts (2008) 26th Report.
- [Neonatal Critical Care Minimum Data Set.](#) Version 2 Department of Health 2016) (NCCMD).
- [The Bliss Baby Charter Standards.](#) Bliss (2015).
- [Management of acute in-utero transfers: a framework for practice.](#) British Association of Perinatal Medical (2008).

2. Service Delivery

The Welsh Health Specialised Services Committee (WHSSC) commission the South Wales Neonatal Transport Operational Delivery Network (ODN) for people resident of the following Health Boards:

- Aneurin Bevan University Health Board
- Cardiff and Vale University Health Board
- Cwm Taf Morgannwg University Health Board
- Hywel Dda University Health Board
- Powys Teaching Health Board
- Swansea Bay University Health Board.

2.1 Service description

The ODN should meet the requirements as set out below and in this service specification.

Essential criteria

These aspects are considered essential and are critical to the successful delivery of the ODN and its key investment objectives. To deliver the requirements set out below, the ODN should establish appropriate Data Sharing Agreements between the ODN, the individual Health Boards and the Wales Maternity and Neonatal Network.

Strategic planning

The ODN should:

- Provide professional and clinical leadership across the network.
- Develop and implement an effective framework for monitoring quality and performance; and to establish a network-wide audit programme.
- Host a risk register and undertake risk management across the network.
- Produce quarterly and annual reports which will be made available to stakeholders
- Develop an annual work plan for the network to deliver.
- Contribute to an evaluation of the network.

Operational delivery

The ODN should:

- Lead the development, and implementation of single point of contact for all neonatal transport requests.
- Lead the development, and implementation of cot bureau to support the timely transfer of neonates.

- Lead the development, and coordinate implementation and delivery of standards and pathways;
- Develop an escalation plan (with agreed thresholds for escalation triggers) both within and across the network to monitor and manage surges in demand.
- Ensure the quality of the ODN is monitored and subject to a process of continuous quality improvement through clinical audit and peer review.

Tactical (local) advice and support to commissioners

The ODN should:

- Develop policies and specifications to support the commissioning of neonatal transport.
- Improve the availability of quality and performance data to inform the commissioning of neonatal transport.

Quality and standards of care

The ODN should:

- Develop and implement network transport protocols for patients.
- Deliver a clinical governance framework.
- Develop policies and protocols to support the delivery of neonatal transport across the three provider health boards and Welsh Ambulance NHS Trust (WAST).
- Ensure on-going service improvements and best practice models are embedded and contribute to improved quality performance.
- Use clinical process and clinical outcome measures to compare and benchmark providers.
- Deliver an annual quality improvement and audit programme.

Partnership development

The ODN should:

- Engage with parents and relevant third sector organisations.
- Promote and support cross-organisational and clinical multi-professional collaboration.
- Link with other relevant networks across NHS Wales and the United Kingdom.
- Embed a communication strategy and key communication deliverables.

- Monitor and performance manage the active engagement by members in the neonatal transport network to improve performance against agreed outputs.
- Participate in relevant national policy or guideline development.

2.2 Staffing

In order to deliver the service specification and quality indicators there will be requirements to establish a neonatal transport ODN management team.

The core management team should consist of:

- ODN Manager
- Admin support
- Network Clinical Lead (sessional).

Swansea Bay University Health Board (SBUHB) in its role as host health board is responsible for the delivery of all elements of this service specification.

SBUHB will also be expected to provide HR support, finance support, accommodation and other support functions as deemed necessary by the ODN management team.

The Senior Responsible Officer (SRO) to the ODN will be an Executive from the host health board.

2.3 Governance Structure

The organisational governance structure of the ODN should ensure clear lines of accountability and responsibility across the pathway in order to achieve the best possible outcomes and experience for patients, families and carers. This should align with the overarching aim of the ODN to improve the experience and outcomes of patients who require access to neonatal transport.

The arrangements need to create an environment in which all components of governance are delivered openly and transparently. In addition, all providers should contribute equally and positively to the governance activities of the network.

The Neonatal transport network clinical governance structure consists of:

- **South Wales Neonatal Transport Delivery Assurance Group (DAG)**

This group has top level system oversight and ownership. In the first year of set-up of the ODN the group will meet bi-monthly and quarterly thereafter. The group will be chaired by a WHSSC Executive

or WHSSC Independent member and will be accountable to the WHSSC Joint Committee.

The Delivery Assurance Group (DAG) will ensure delivery against the commissioning framework, the escalation of issues, learning and achievements into the senior leadership structure of the NHS.

- **Clinical Operational Board (COB)**

The board will oversee operational delivery, and are responsible for ensuring timely escalation, management and resolution of operational issues. The board will meet monthly, and will be chaired by the Clinical Lead for the ODN. The board will have a performance management function and maintain operational authority.

Both the Neonatal DAG and COB will ensure the delivery against the commissioning framework, the escalation of issues, learning and achievements into the senior leadership structure of the NHS.

2.4 Host

In its capacity as host of the ODN, Swansea Bay UHB will provide all organisational supporting arrangements. The ODN will escalate, through Swansea Bay UHB, matters which relate to enabling or support functions for the delivery of the Neonatal Transport Network.

These include (but are not restricted to):

- HR and workforce
- Financial and procurement
- Project and programme management
- Health and safety
- Statutory and mandatory training for ODN staff
- Risk and incident management
- Planning and managerial support

The ODN is accountable to the WHSSC Joint Committee through the Delivery Assurance Group (DAG). The DAG will escalate directly to Joint Committee through the WHSSC governance structure, matters that relate to commissioning and service delivery, planning and performance or any wider system related issues (e.g. patient flow, workforce risks and issues, approval for service change).

2.5 Service Provider / Designated Centre

The Neonatal Transport ODN is located at:

- Swansea Bay University Health Board
Sketty Lane
Sketty
Swansea
SA2 8QA

3. Quality and Patient Safety

The ODN should work to written quality standards and provide monitoring information WHSSC. The quality management systems must be externally audited and accredited.

The ODN should enable the parents, carers and advocates to have informed participation and to be able to demonstrate this. Provision should be made for parents/families with communication difficulties.

3.1 Governance Framework

Structure and Scope
The network structure should be identified in the network operational policy.
The Network will have data sharing agreements in place.
A clinical governance structure will be in place that includes a network manager, a clinical lead and supporting roles as identified in the network operational policy.
The ODN will have a framework in place which includes clear terms of reference and mechanisms for identifying, managing and escalating risk. Clinical Governance issues, including review of the risk register should be included as a standing agenda on ODN Clinical Operational Board meetings with an agreed mechanism for feedback and sharing with the Delivery Assurance Group.
There will be an agreed MOU for the hosting arrangements for the South Wales Neonatal Transport Operational Delivery which sets out the accountability arrangements for the host organisation and neonatal transport provider Health Boards.
A process will be in place with the host organisation for the appointment of Network Team members. The appropriate contracts (permanent/secondment/fixed-term/honorary) will be in place for team members, signed by the relevant host and partner organisations.
The ODN will have an overarching Business Continuity Plan (BCP) with provider Health Boards required to have their own BCP's to feed into this.
There will be mechanisms in place to facilitate (where appropriate) joint working between other networks.
There should be network wide standardised agreed documents for the management of neonatal transfers. An agreed review process should be in place.

Quality and Service Improvement
The ODN should develop a network wide annual quality and service improvement programme /plan in line with identified priorities
Quality and service improvements are identified and implemented and best practice shared widely for service development and the delivery of safe care.
The ODN should have systems in place to gather and respond to feedback on the service from families or other stakeholders. Where required the ODN will lead on and implement an action plan based on findings.
A mechanism should be in place to ensure that outcomes from any peer review/ quality assurance processes inform service design and delivery.
The ODN should assess that the systems used by providers to demonstrate service quality and standards are effective for neonatal services.
The ODN should develop a single point of contact for all neonatal transport requests (Over year 1).
The ODN should ensure a programme of education and training is in place for neonatal transport staff.
Monitoring and Reporting
Working in collaboration with key clinicians, commissioners and other key stakeholders the ODN should lead the development of a quality dashboard to provide ongoing assurance in regards to service delivery and/or identify any gaps that may require escalation and action.
The ODN should participate in submitting data to the National Transport Group audit.
Alongside the monitoring and reporting of the key quality clinical indicators (as determined by national standards and any other agreed quality indicators) the ODN will be responsible for monitoring and reporting the following quality metrics at least once per year: <ul style="list-style-type: none"> • Tracking long-term performance of the network • Monitoring operational activity • Monitoring service focus and governance • Service outcomes
The ODN should provide appropriate advice to providers and commissioners regarding action planning.

4. Performance monitoring and Information Requirement

WHSSC is responsible for commissioning services in line with this policy. This will include agreeing appropriate information and procedures to monitor the performance of organisations. Performance monitoring and reporting will be through the ODN and discussed at the Delivery Assurance Group (DAG).

For the services defined in this policy the following approach should be adopted:

- ODN to evidence quality and performance controls
- ODN to evidence compliance with standards of care
- WHSSC will conduct performance and quality reviews on an annual basis

4.1 Date of Review

This document is scheduled for review before 2025 where we will check if any new evidence is available.

If an update is carried out the policy will remain extant until the revised policy is published.

5. Equality Impact and Assessment

The Equality Impact Assessment (EQIA) process has been developed to help promote fair and equal treatment in the delivery of health services. It aims to enable Welsh Health Specialised Services Committee to identify and eliminate detrimental treatment caused by the adverse impact of health service policies upon groups and individuals for reasons of race, gender re-assignment, disability, sex, sexual orientation, age, religion and belief, marriage and civil partnership, pregnancy and maternity and language (Welsh).

This policy has been subjected to an Equality Impact Assessment.

The Assessment demonstrates the policy is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken.

6. Putting Things Right

6.1 Raising a Concern

Whilst every effort has been made to ensure that decisions made under this policy are robust and appropriate for the patient group, it is acknowledged that there may be occasions when the patient or their representative are not happy with decisions made or the treatment provided.

The patient or their representative should be guided by the clinician, or the member of NHS staff with whom the concern is raised, to the appropriate arrangements for management of their concern.

If a patient or their representative is unhappy with the care provided during the treatment or the clinical decision to withdraw treatment provided under this policy, the patient and/or their representative should be guided to the LHB for [NHS Putting Things Right](#). For services provided outside NHS Wales the patient or their representative should be guided to the [NHS Trust Concerns Procedure](#), with a copy of the concern being sent to WHSSC.

Annex i Abbreviations and Glossary

Abbreviations

WHSSC	Welsh Health Specialised Services
ODN	Operational Delivery Network
DAG	Delivery Assurance Group
COB	Clinical Operations Board

Glossary

Welsh Health Specialised Services Committee (WHSSC)

WHSSC is a joint committee of the seven local health boards in Wales. The purpose of WHSSC is to ensure that the population of Wales has fair and equitable access to the full range of Specialised Services and Tertiary Services. WHSSC ensures that specialised services are commissioned from providers that have the appropriate experience and expertise. They ensure that these providers are able to provide a robust, high quality and sustainable services, which are safe for patients and are cost effective for NHS Wales.

Delivery Assurance Group

This group provides top level system oversight and ownership, meets bimonthly in first year and quarterly thereafter. Chaired by WHSSC or independent member, accountable through WHSSC Joint Committee.

Operational Delivery Network

The term "ODN" was developed in NHS England in 2012 to reflect the shift in the function of some clinical networks to focus on co-coordinating patients pathways between providers over a wide area to ensure access to specialist resources and expertise.

Annex ii Network Governance Structure

Neonatal Transport ODN Governance Structure

