



System Rheoli Pryderon
Unwaith dros Gymru

Once for Wales Concerns
Management System

Once for Wales Concerns Management Programme Board

Terms of Reference

Version No. 2-2

Status: Current

Author: Maria Stolzenberg

Approvers: Mark Harris, Claire Bevan

Date: 28/01/2020

Next Review Date: 31/08/2020



1 DOCUMENT HISTORY

1.1 Revision History

Date	Version	Author	Revision Summary
30/10/2019	1.0	Maria Stolzenberg	First Version following NWSSP Partnership Committee
25/11/2019	2.0	Maria Stolzenberg	Established version following Board meeting and review of post-meeting comments
10/01/2020	2.1	Maria Stolzenberg	Review following comments from DoN forum
28/01/2020	2.2	Maria Stolzenberg	Final adjustments at National Programme Board

1.2 Reviewers

Date	Version	Review Arrangements
11/11/2019	1.0	OFWCMS National Programme Board First Meeting
25/11/2019	2.0	Chair of National Programme Board review
23/01/2020	2.1	SRO and Chair of NPB review
28/01/2020	2.2	National Programme Board Meeting

1.3 Authorisation

Author's Name:	Maria Stolzenberg
Role:	Programme Coordinator - OfWCMS, Welsh Risk Pool

Approver's Name:	Claire Bevan
Role:	Chair of National Programme Board - OfWCMS

Approver's Name:	Mark Harris
Role:	Senior Responsible Officer - OfWCMS

1.4 Document Location

Type	Location
Electronic	National Programme Board records

2 TERMS OF REFERENCE

2.1 Purpose of the National Programme Board

The National Programme Board acts with the authority on an all-Wales basis of the NHS Wales Shared Services Partnership Committee, reporting through the Welsh Risk Pool Committee.

The Board will monitor the overall aims & objectives of the Once for Wales Concerns Management Programme, which will include to:

- **OB 1:** Implement the Once for Wales Concerns Management System
- **OB 2:** Agree and implement a standardised set of national codes for concerns
- **OB 3:** Support organisations in preparing for the adoption of the OfWCMS processes

To undertake this responsibility effectively, the Programme Board will:

- Provide overall strategic direction and management of the programme
- Be accountable for the overall success of the programme with the responsibility and authority to achieve the success of the programme within agreed time, cost and quality expectations
- Approve the programme stage plans, including reviewing progress reports
- Approve and sign off the Programme Initiation Document (PID) and project plan with time scales
- Ensure the quality of the programme products
- Authorise actions required to improve communications with and engagement of relevant staff
- Support the management of risks and issues and maintain a risk log
- Review and approve change controls
- Escalate areas of concern
- Ensure that the programme assurance processes take place
- Meet on a frequency that is required by the programme
- Receive reports from the programme coordinator and monitor progress
- Ensure the programme has a robust communication and engagement process
- Provide guidance to organisations in preparing for the changes required by the introduction of the system

2.2 Meetings

2.2.1 Frequency

Programme Board meetings will be held approximately every two months. The frequency may need to be increased or decreased as the demands of the programme change. Legacy arrangements, on conclusion of the implementation, will be implemented by the Welsh Risk Pool Committee.

2.2.2 Quorum

For decision-making, the Chair or a deputy and a minimum of 4 members of the group should be in attendance.



System Rheoli Pryderon
Unwaith dros Gymru

Once for Wales Concerns
Management System

2.2.3 Format

Minutes of each meeting will be taken and approved at the next meeting.

A highlight report will be developed by the programme coordinator and this will be the assurance report to Welsh Risk Pool Committee (WRPC).

The highlight report will also be shared with other key stakeholder bodies - Listening and Learning from Feedback Group (LLFG), All Wales Nurse Directors Forum (AWND) and Welsh Government (ETTF).

Programme board agendas and papers will be submitted approximately one week in advance of a meeting. These will be emailed to board members.

Standing agenda items will comprise:

- Minutes from the previous meetings and outstanding actions
- Programme highlight report, reporting on progress
- Agenda items as pre-agreed by the Chair
- AOB

2.3 Membership

2.3.1 Chair

An Executive Director Nursing will chair the National Programme Board. This colleague will be nominated by the national DoN forum and agreed with the SRO.

Deputy Chair

The Deputy Chair of the national programme board is the Senior Responsible for the programme.

2.3.2 Attendance

It is expected that all members attend the programme board meetings. Where this is not possible through annual leave, sickness, or other circumstances members are expected to ensure they appoint an appropriate deputy to represent them and contribute to decision making should they be unable to attend board meetings.

2.3.3 Secretariat

The Welsh Risk Pool Operations team will provide administrative support to the project.

2.3.4 Other Representatives

Membership will comprise of NHS Wales colleagues and key stakeholders. There should be representation from all relevant organisations. When specialist input is required, other colleagues will be asked to attend the board.

The National Programme Board membership comprises of:

Programme Role	Programme Role/Responsibilities	Name
Executive Chair	Provide strategic advice & guidance to the programme and ensure alignment with the all Wales strategy. Present updates and programme options to the Nurse Directors Forum as the portfolio owners for Putting Things Right. Chairs the National Programme Board	Claire Bevan, <i>Rtd Executive Director of Nursing & Quality</i> Gill Harris, <i>Executive Director of Quality & Nursing, BCUHB</i>
Senior Responsible Officer	Provide senior leadership to the Programme Team. Signatory of contractual and legal documents for the programme. Provide updates to NHS Wales Shared Services Partnership Committee.	Mark Harris, <i>Deputy Director of Legal & Risk Services</i> Anne-Louise Ferguson MBE <i>Director of Legal & Risk Services</i>
Programme Sponsor	Provide leadership and direction to the Programme, supports with the monitoring and reporting of progress; management of programme risks and issues	Jonathan Webb, <i>Head of Safety & Learning, Welsh Risk Pool</i>
Programme Coordinator	Co-ordinates all aspects of management of the programme and underpinning work streams. To include the planning, monitoring and reporting of progress; management of programme risks & issues	Maria Stolzenberg, <i>OfWCMS Programme Coordinator, Welsh Risk Pool</i>
Lead for Risk Management	Contributes to the development of a standard set of workflows, data fields and grading processes. Highlights all functional and business requirements for this functionality	Pam Wenger, <i>Director of Governance – SBUHB</i> Peter Stephenson, <i>Head of Finance & Bus Dev, NWSSP</i>
Lead for Service User Feedback Functionality	Contributes to the development of a standard set of workflows, data fields and grading processes. Highlights all functional and business requirements for this functionality	Jeff Bowen <i>Head of Service User Experience, Hywel Dda UHB</i>
Lead for System for Wales Public Voice Body	Contributes to the development of a standard set of workflows, data fields and grading processes. Highlights all functional and business requirements for this functionality	Daniel Price, <i>Deputy Chief Officer, Vale of Glamorgan CHC</i>
Welsh Government Representation	Provide support and guidance around Welsh Government requirements and link to Evans Review recommendations. Provide liaison with other digital and healthcare quality programmes.	Cath Bridges Teresa Bridge <i>Welsh Government Healthcare Quality Team</i>
NHS Wales Delivery Unit Representation	Provide guidance and support in relation to the analysis of all-Wales data and incident information	Jules McCabe <i>NHS Wales Delivery Unit</i>
Chair of National Listening & Learning from Feedback Group	Contributes to the development of a standard set of data codes and workflows in relation to the Service User Feedback sector. Highlights all functional and business requirements and provides guidance and support in respect of national data requirements.	Angela Hughes, <i>Assistant Director, Cardiff & Vale UHB</i>
Representative of Local System Leads	Contributes to the development of a process for training Datix Administrators and establishment of materials to support local training programmes for users of the system within organisations	Scott Taylor <i>Head of Health & Safety – Aneurin Bevan UHB</i>

Programme Role	Programme Role/Responsibilities	Name
Project Management Support	Assists in the design and development of Project Documentation. Offers expertise in PMO processes	Ian Rose, Bethan Rees, <i>NHS Wales Shared Services Partnership</i>
Procurement Support	Provides specialist advice on specification and procurement processes to achieve the most economically advantageous solution for NHS Wales	Hywel Jones, <i>Deputy Head of ICT Sourcing, NHS Wales Shared Services Partnership</i>
NHS Wales Informatics Service	Acts as a link between the programme team and the NWIS services which need to support the initiative.	TBC

Additional membership will be drawn as necessary from the following:

Programme Role	Programme Role/Responsibilities	Name
National Leads for Technical, Organisational and Functional Workstreams	Contribute to the design and development of all-Wales fields and workflows for each functionality. Coordinate engagement with national groups for functionalities.	Workstream List
Software Provider	Provides guidance on options for software adaptation and adjustment to meet the needs of NHS Wales. Coordinates software support and services.	Phil Taylor <i>Chief Digital Officer, RLDatix Ltd</i> Claire Aldred <i>Commercial Director - Europe, RLDatix Ltd</i>

2.4 Governance

The programme benefits from a governance structure which enables it to work in an adaptable manner. The direct reporting of the National Programme Board is via the Welsh Risk Pool Committee and the Shared Services Partnership Committee.

Links with the Directors of Nursing Forum and key groups in relation to the patient safety and experience sector have also been established – through the Listening and Learning from Feedback Group and the National Quality & Safety Forum. Engagement with other groups and networks will also be managed by the programme team.

A diagrammatic outline of the governance structure is shown in Fig 1



System Rheoli Pryderon
Unwaith dros Gymru

Once for Wales Concerns
Management System

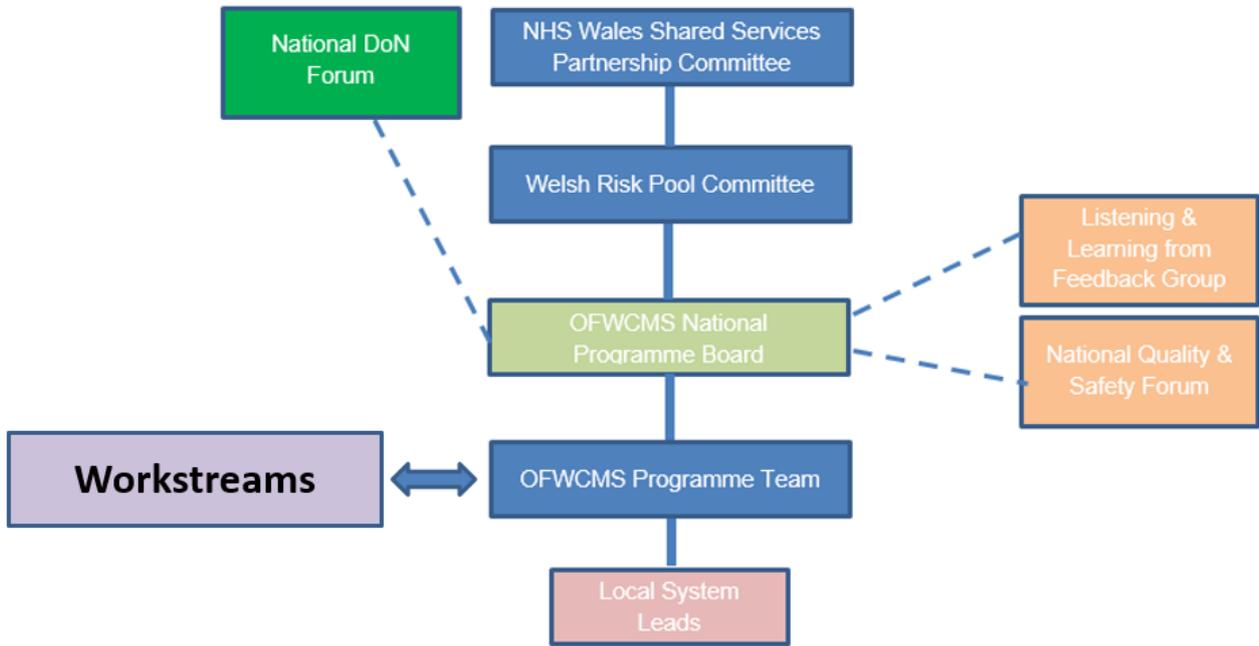


Fig1. Programme Board Governance Structure