



## **Review of NISTAR governance structure**

## 1. Background

A HSCB/PHA report in 2013 on the critical care transport arrangements (with particular reference to children in emergency situations), proposed a strategy to establish a centralised and resilient model to deliver all critical care and clinically supported transfers and retrievals within the region and cross border. A key element of this service is the establishment of management structure and arrangements to ensure the safe, effective and efficient delivery of specialist / clinically supported transport services optimising resilience and flexibility in the use of both staff and vehicles.

## 2. Current Arrangements

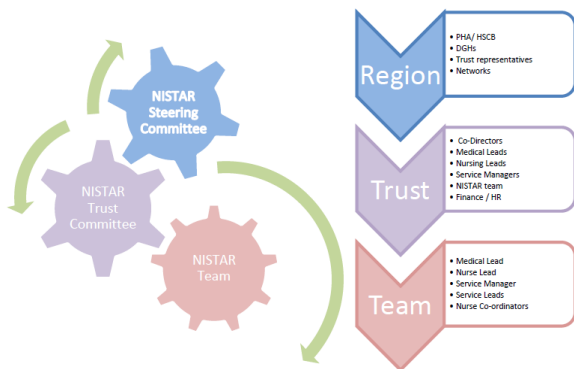
A team whose membership included representation from HSC Board, PHA, paediatric cardiology, neonatal and paediatric intensive care, the Critical Care Network Northern Ireland (CCaNNI), paediatric clinicians, the Northern Ireland Ambulance Service (NIAS) parents and patient representatives, undertook the report. This group (less the cardiologists and patient representatives) became by default, the only arena to discuss transport issues, this has expanded to include Trust representatives from each of the three service areas (adult, paediatric and neonatal). This has grown organically as opposed to a structured plan.

It has become increasingly apparent that this arrangement does not make the best use of resources and does not provide the appropriate structure for the various issues as the NISTAR service develops.

## 3. Proposed model

A governance structure is essential for NISTAR to achieve its objectives and drive improvement, as well as maintain legal and ethical standing in the eyes of commissioners, service users, regulators and the wider community. There is an opportunity as the NISTAR service develops to establish a governance structure, which reflects the needs of the service and establishes clear lines of accountability and authority. This will be achieved by setting up a number of committees / groups (3) each with expressed roles and responsibilities.

The function of these groups reflect the purpose and aims of the NISTAR service.



**Regional** - stakeholders' external to the trust who include commissioners, service users and other Networks

**Trust** – internal stakeholders, Trust service areas support services directly relating to NISTAR

**Local** – NISTAR team responsible for the operational delivery of the transport service

This model will provide an accountable framework for continuous improvement in the quality of services by safeguarding high standards of care and creating an environment in which excellence will flourish. It reflects the needs of the NISTAR service when carrying out its role providing an accessible, equitable, safe and effective critical care transfer service.

The proposed membership of each group will reduce duplicity of attendance and ensure that committee agenda is appropriate for the attendees. Terms of Reference will be developed for each committee, with the core team (Medical Lead, Nurse Lead and Manager) providing the continuity between each of the meeting.

### **3.1 NISTAR Steering Committee**

The NISTAR Steering Committee provides the forum for NISTAR to communicate with commissioners, service users and other regional organisations which have a symbiotic relationship (Neonatal Network and Critical Care Network). It will have responsibility to consider (and ratify) the recommendations, priorities and service configurations based on information or clinical advice received from NISTAR Trust committee, clinical teams or via national guidance. The Committee will provide consensus of opinion to commissioners regarding the strategic direction of the NISTAR service and in exceptional circumstances seek guidance when consensus cannot be reached.

The membership will include; commissioners from Public Health Agency and Health and Social Care Board (under review), NIAS who provide crew and vehicle support, representatives from Northern, Southern, Southeastern and Western Trusts who use the service and who are also expected to undertake time critical transfers, Belfast Trust who are accountable for the delivery of the service and the NISTAR core team. Further details contained in NISTAR Steering Group Terms of Reference.

### **3.2 NISTAR Trust Committee**

Belfast Trust Committee is accountable to the Steering Group for the delivery of the NISTAR service. The Belfast Trust provides NISTAR with the organisational structures to ensure governance, quality assurance and financial

The Trust Committee plays an important role in planning and directing the service and provides the decision-making body to NISTAR governance structure. It consists of senior managers from each of the three services (adults, paediatric and neonatal) who provide guidance on key issues such as policy, objectives, budgetary control, resource allocation, and decisions involving large expenditure

A key function of this committee is to coordinate the efforts of the directorates and professional groups, across all three sites which are represented, and that have an impact on the delivery of the NISTAR service. It will be responsible for informing and securing the co-operation of personnel who

Membership of this group includes those within the Trust who are responsible for the delivery of the services which interface directly with the NISTAR service such as critical care, theatres and anaesthetics, across the three site (adults, paediatric and neonates). The committee will also have representations from professional and managerial groups (medical, nursing, co-directors and service managers) along with the NISTAR core team. Further details contained in NISTAR Trust committee, Terms of Reference.

### **3.3 NISTAR Leads meeting**

The NISTAR Leads meeting is the forum of those work within the NISTAR service to organise and monitor the delivery of the service, discuss operational issues, develop procedures, guidelines, SOPs etc., explore shared learning events, recruit and maintain key personnel and provide oversight of budget and financial aspects of service. This group will be responsible for achieving service objectives and delivering on the yearly work plan as agreed by Trust committee.

The membership of this group includes; NISTAR core team, Service Leads and Co-coordinators from each specialty, NIAS crewmembers, and administrative support staff. Further details contained in NISTAR Leads meeting, Terms of Reference.



### **4.0 Conclusion**

All staff working in NISTAR are employees of the Belfast HSCT and are therefore accountable both managerially and professionally to the division they work within. For the NISTAR element of their role they will be accountable to the Medical Lead, Nurse Lead or Service Manager as appropriate.

## 5. NISTAR Governance Structure

