

1. Report	North West Children's Cancer ODN Oversight Group			
2. Paper prepared by	Davina Hartley			
3. Subject/Title	Final Standard Operating Procedure (SOP) for the North West Children's Cancer Network Operational Delivery Network			
4. Document ref	SOP v 1.0 Final			
5. Purpose	The purpose of this paper is to set out the SOP for the North West Children's Cancer Network Oversight Group			
6. Action for the reader	To ratify final SOP.			
7. Recommendation				
8. Version	V 0.4			
9. Revision/circulation history				
Date	Version	Author	Revisions/ Comments	Circulation List
07/1/22	V0.1	DH		SLT
05/12/22	V0.2	DH	CL & BB Comments	SLT
11/01/23	V0.3	DH	AH, JD & LH	NOG
24/02/23	V0.4	DH	NWCCODN NOG	NWCCODN NOG
16/04/23	V1.0	DH	NWCCODN NOG	NWCCODN NOG

# North West Children's Cancer Operational Delivery Network Operations Manual

Summary	This document contains all the information on how the Operational Delivery Network for Children's Cancer functions
Keywords	Paediatrics, Teenagers, Cancer, Children, Operational, Delivery, Network, Governance, Structure, Aims, KPIs, Adults, Alliance
Target Audience	All stakeholders of the Children's Cancer Operational Delivery Network
Date Issued	21.04.23
Approved and Ratified by	NOG 21.04.23
Next Review Date	
Author/s	Davina Hartley– ODN Programme Manager

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## Classification General

<b>Organisation</b>	North West (NW) Children's Cancer Operational Delivery Network (ODN)
<b>Document Purpose</b>	Guidance
<b>Title</b>	NW Children's Cancer ODN Operational Manual
<b>Author</b>	Davina Hartley ODN Programme Manager
<b>Date and Version</b>	V0.1 21.04.23
<b>Linkages</b>	ODN Annual Report ODN Work Plan
<b>Circulation</b>	Provider/Acute Trusts Commissioner Organisations Operational Delivery Networks Cancer Alliance NHS England
<b>Description</b>	This document sets out the operational management policies and procedures of the NW Children's Cancer ODN
<b>Point of Contact</b>	Davina Hartley
<b>Contact Details</b>	Davina.hartley@mft.nhs.uk

## 1. Introduction

In April 2014, Operational Delivery Networks (ODN) were formally identified in the new NHS architecture. ODNs are designed to deliver a collaborative model of care to improve the experiences and outcomes for specific groups of patients based on regional and local need. They will focus on co-ordinating pathways of care and will work closely with patients, commissioners, providers, other stakeholders and clinical networks to ensure access to high quality equitable care.

ODNs are non-statutory organisations and it is therefore essential that they have clearly defined governance structures with explicit lines of accountability. This document sets out both the governance framework and operating principles for the North West (NW) Children's Cancer ODN. It will clarify the operating, accountability and governance principles for the ODN and set out how the ODN aims will be achieved and how the ODN will manage risk and deliver a safe outcome driven service for patients and their families.

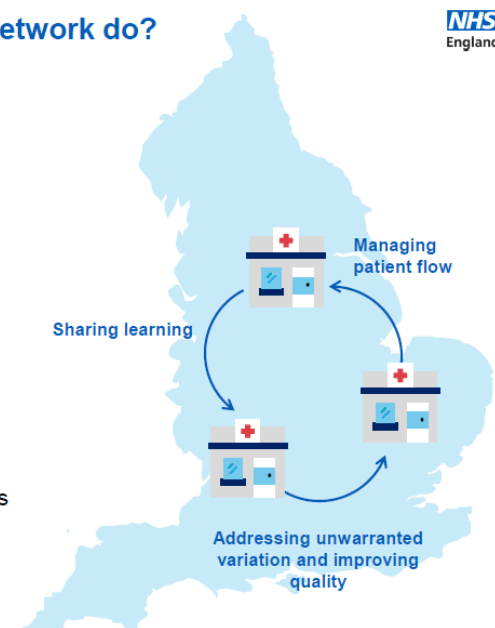
### What does an Operational Delivery Network do?

An Operational Delivery Network (ODN) is a way to bring different parties (clinicians, providers, commissioners, patients) together to realise change across complex systems of care in order to improve care quality and outcomes. Developing an ODN is now acknowledged as a successful way of achieving strategic change in the NHS.

All ODNs have three main functions:

- Increasing operational effectiveness and consistency
- Improving care
- Managing patient flows

Network members manage capacity and patient flows so that patients receive care from the most appropriate provider, as close to home as possible, and quality of care across the area improves.



Taken from the National Review of Paediatric Critical Care and Surgery in Children

## 2. Scope

The children's cancer ODN covers all children requiring cancer treatment from 0-15 years (inclusive) old in North West region. Within the North West there are 2 Principal Treatment Centre's (PTC), Alder Hey Children's Hospital (AHCH) and Royal Manchester Children's Hospital (RMCH). In addition to the PTC's, there are 7 other provider trusts delivering Children's Cancer services as Paediatric Oncology Shared

Care Units (POSCU's) across the North west and Isle of Man. There are also an additional 3 POSCU's across North Wales that work as shared care units with AHCH. There are also patient flows from Stoke, however, Stoke are members of the Midlands ODN.

Due to the proximity of hospitals within the region to North Wales at least one of the district general hospitals may choose to be part of any North Wales ODN instead of the North West ODN while remaining as a POSCU within the NW region for patients to access services at the PTC (Supra Network)

The ODN delivers a whole system work programme for children's cancer services across the North West area within NHSE in collaboration with the Cancer Alliance's for the North West; Cheshire & Merseyside, Greater Manchester & Lancashire and South Cumbria.

## 2.1. Location and Boundaries of ODN

The North West area covers the area in the map below. Provider organisations in the region are identified in 2.2.

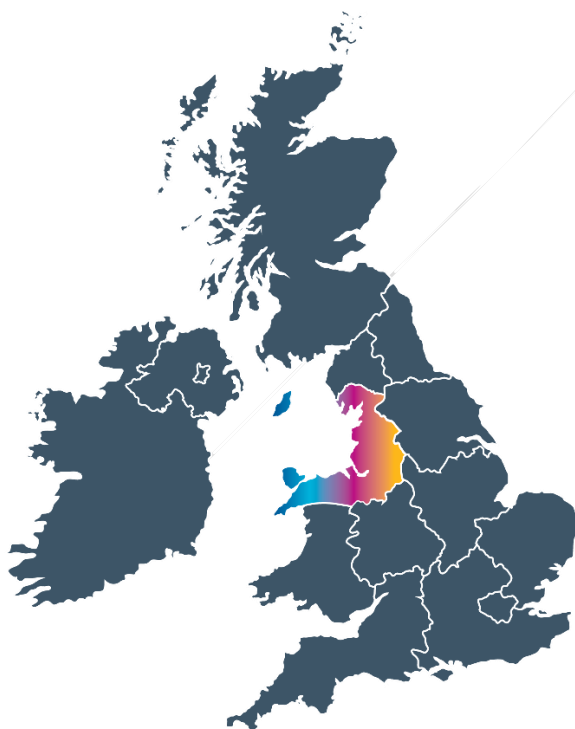


Diagram 1: Map of NW Region

## 2.2 Provider Organisations

Hospital Location	Trust	Status
Liverpool	Alder Hey Children's Hospital	PTC
Manchester	Royal Manchester Children's Hospital (RMCH, Manchester Foundation Trust))	PTC
Royal Blackburn	East Lancs Teaching Hospital	POSCU
Royal Victoria	Blackpool and East Lancs	POSCU
Leighton	Mid Cheshire Hospital Foundation Trust	POSCU
Chester	Countess of Chester NHS Foundation Trust	POSCU
Royal Preston	Lancashire Teaching Hospital	POSCU
Royal Lancaster	University Hospitals of Morecambe Bay	POSCU
Nobles Isle of Man	Manx Care, Isle of Man Government	POSCU
Gwynedd North Wales	North West Wales NHS Trust	POSCU*
Maelor North Wales	North West Wales NHS Trust	POSCU*
Glan Clwyd North Wales	North West Wales NHS Trust	POSCU*

Table 1: Provider trusts

POSCU\* indicates a POSCU from another region/ area which also shares patients with AHCH as the PTC (Supra Network).

## 2.3 ODN Aims

The NW Children's Cancer ODN will work with all stakeholders to provide high quality services, providing system and service oversight, providing links to best practice and national programmes and to provide advice to commissioners to improve patient flow and experience throughout the system.

## 3. Duties and responsibilities

Every Acute Trust within the region that provides children's cancer services (any level) is a member of the Children's ODN in NW. There is an expectation that each provider Trust is represented at all meetings and events. All POSCUs are obliged to nominate at least one representative from the POSCUs and Network Oversight group. This representative must be **either** the POSCU lead or deputy lead **or** the lead nurse for paediatric cancer at the POSCU.

There is an expectation that all members of the ODN act in a courteous way towards each other. The NW Children's Cancer ODN is supported by the Children's Cancer ODN Programme Manager and the ODN reports into the NW Paediatric Partnership Board (NWPPB) who are accountable to the NHS England North West Specialised Commissioning Team.

The ODN team acts as a resource, coordinator and facilitator for all its stakeholders to achieve a collaborative approach to safe, equitable and effective specialised services. It consists of small and dedicated workforce who are outlined in table 2.

<b>ODN Post</b>	<b>Roles and Responsibilities</b>
<b>Clinical Lead(s)</b>	<p>To provide clinical medical leadership to the NW Children's Cancer ODN, championing Children's Care across the ODN.</p> <p>To deliver the National Service Specification for the Operational Delivery Network for Children's Cancer, with the ODN Team</p> <p>To ensure that all those involved in providing children's cancer care work together to provide a service of consistently high quality, in line with NHSE service specifications for children's cancer, agreed protocols, and consistent with the requirements of clinical governance.</p> <p>The Clinical Lead(s) are the specialty lead(s) for Children's cancer at the PTC's and Co Chair and Deputy chair for the ODN Oversight Group.</p>
<b>ODN Programme Manager</b>	<p>To provide managerial leadership for the Children's cancer ODN both in co-ordinating the ODN and in taking a strategic overview in the planning and development of Children's cancer services throughout the NW area.</p> <p>To provide overall leadership for the delivery of the annual work programme for the ODN</p> <p>To provide reports to Specialised Commissioning and Cancer Alliance commissioners on ODN activity including achievement towards the annual work programme</p> <p>To deliver the NHSE Service Specification for the Operational Delivery Network for children's cancer, with the ODN Team</p>



<p><b>ODN Quality Improvement Lead</b></p>	<p>To provide quality improvement leadership to the NW Children's ODN, championing children's cancer services across the ODN.</p> <p>To deliver the NHSE Service Specification for the Operational Delivery Network for children's cancer, with the ODN Team</p> <p>To lead the development and implementation of high quality clinical standards across the Children's Cancer Operational Delivery Network.</p> <p>The ODN Quality Improvement Lead is the specialty lead nurse for children's cancer across the region.</p>
<p><b>ODN Project Support Officer</b></p>	<p>To undertake the administration support for the Children's Cancer Operational Delivery Network to deliver whole system work programmes.</p> <p>The Project Support officer will support/lead on various projects within the ODN as guided by the ODN managerial team</p> <p>To provide comprehensive secretarial and administrative support to the ODN team</p> <p>To take a lead in some of the project work within the ODN</p> <p>To lead on any major events within the region that the ODN will provide</p>

Table 2: Roles and Responsibilities

## 4. Governance arrangements

### 4.1. Hosting

The NW Children's Cancer ODN is jointly hosted by Royal Manchester Children's Hospital and Alder Hey Foundation Trust as the PTC's in the region. ODN infrastructure posts will normally be based at the premises of the PTC who will provide all of the HR requirements and IT for any ODN posts. For the purposes of HR Manchester Foundation Trust provide the hosting responsibilities for the ODN. The ODN Programme Manager reports into the Senior Strategy Manager within RMCH and the NW Paediatric Partnership Board. A Memorandum of Understanding (MoU) between the ODN, the region's CYP PTC's and regional hospitals with POSCU status will be in place.

#### 4.2.1. Funding

Funding for the ODN is agreed on an annual basis via NW specialised commissioning. The ODN Programme Manager is informed of the annual allocation. The ODN is

expected to spend its allocation in year. Where this is not possible or when a larger project is planned, the ODN must get approval from the Network Oversight Group, the

NW Partnership Board and from specialised commissioning that funding from one year can be rolled into the following year's spend.

#### 4.2.2 Organisational Structure

The NW Children's Cancer ODN is governed by the Network Oversight Group (NOG). All North West provider Trusts of children's cancer services will form the working groups (sub groups) of the Children's cancer ODN. Each working group will have representation from across the region relevant to its individual purpose. The working groups will be accountable to the Children's ODN. The membership of the Children's ODN is represented in table 3, below. The Children's ODN is accountable to the NW Paediatric Partnership Board and NHSE Specialised Commissioning. There are terms of reference in place for the Network oversight group identifying when the group will be quorate. The NOG will be co-chaired by NHSE and one of the network clinical leads. The Children's ODN host Trust will be represented on the NOG by the Trust Medical Director. The membership of the NOG is represented in table 4, below. Diagram 2 shows the **overarching governance structure** which should be read in conjunction with Table 4, **Roles and Responsibilities of Key Groups**.

### North West Children's Cancer ODN Structure

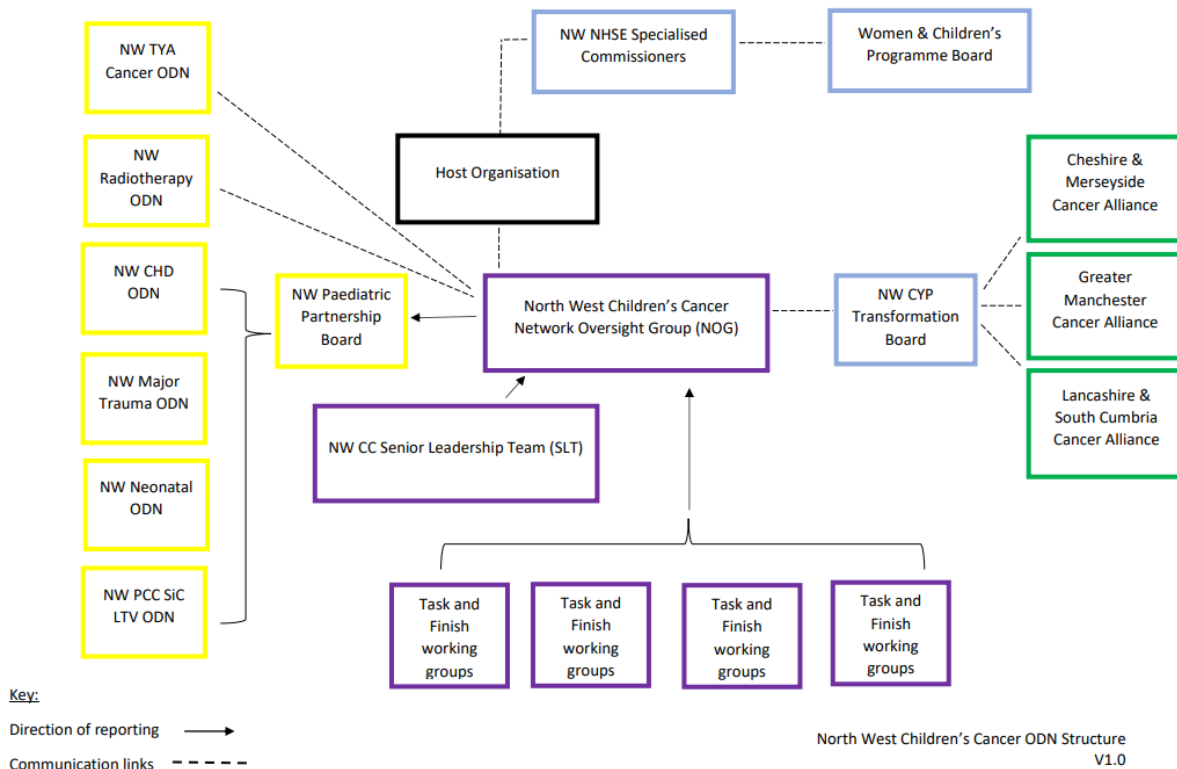


Diagram 2: Overarching governance structure

### Membership of the Children's ODN Oversight Group

Role	Name	Organisation
Clinical Lead (Co Chair)	Lisa Howell	AHCH
NHSE Specialised commissioning (Co Chair)	Andrea Doherty	NHSE
Clinical Lead (Deputy Chair)	Bernadette Brennan	RMCH
Representative from Provider Trusts (POSCU)	Lead Clinician and / Or Lead Nurse	All POSCU's
Representative from each Working Group	On a rotational basis to present work programme/delivery timetable/challenges needing support. Working group reps can also represent another of the	

	required roles e.g. genomic lab, AHPs.	
ICB CYP Lead (L&SC)	TBC	
ICB CYP Lead (GM)	TBC	
ICB CYP Lead (C&M)	TBC	
Cancer Alliance (L&SC)	Melanie Zeiderman	
Cancer Alliance (GM)	Alison Armstrong	
Cancer Alliance (C&M)	Jon Hayes	
NW PPB	Adam Hebden	RMCH
NW PPB	Abby Prendergast	AHFT
Regional CYP Transformation Board Clinical Lead	TBC	
Host Trust Representation	Adam Hebden	RMCH
Allied Health Professionals Representative	Reps may have a dual role, see above (working group rep)	
Children's community Outreach teams	TBC	
ODN Programme Manager	Davina Hartley	ODN
ODN Quality Improvement Lead	Charlotte Lloyd	ODN
TYA CC ODN Manager	Alastair Leslie Dakers	TYA CC ODN
Genomics Lab Rep	Helene Schlecht	
Pharmacy	Caroline Osborne	Alder Hey CH
Pharmacy	Michelle Lewis	RMCH
PPV/local charities	Andre Chemenais	CHICs
Local Cancer research centres clinical leads	Jaime Halvorsen	C&M Cancer Research Centre

Table 3: Membership of the ODN Oversight Group (NOG)

### Roles and Responsibilities of key groups

Name	Function	Key Roles and Responsibilities	Reporting	Decision Makers Yes/No
<b>Specialised Commissioning</b>		<ul style="list-style-type: none"> <li>• Oversee the development of NW ODNs and relevant operating models.</li> <li>• Approve ODN core documents including: Business Plans, Annual Work Plans and SLAs etc.</li> <li>• Provide a performance management function for ODNs to ensure delivery against service specifications, and other key outcome requirements such as GIRFT reviews</li> <li>• Oversee use of ODN resource allocation.</li> <li>• Provide leadership and promote the work of the ODNs within the wider healthcare community.</li> <li>• Provide strategic direction through annual specialised commissioning intentions.</li> <li>• Provide financial resource to enable the effective operating of the ODN.</li> <li>• Facilitate joint working with the ODN.</li> </ul>	Reports into NW SMT (Senior Management Team)	Yes

		<ul style="list-style-type: none"> <li>• Respond to ODN NOG recommendations; support or provide interventions to facilitate compliance.</li> <li>• Support service improvement in line with ODN objectives through contractual agreements.</li> <li>• Facilitate transparency through data and information sharing of activities and outcomes.</li> </ul>		
<b>Host Trust</b>	<p>The host Trust provides hosting arrangements for the NW Children’s Cancer ODN. There is a contractual hosting agreement in place to ensure that the organisation functions well and the host is demonstrably neutral.</p> <p>The host is not accountable for the compliance of other ODN member organisations, accountability is a function of the ODN NOG.</p>	<ul style="list-style-type: none"> <li>• Implement contractual agreement between ODN and host defining clear rules of engagement and decision-making processes.</li> <li>• Facilitate sign off of a Memorandum of Understanding between the Host Trust and regional DGH’s identified as POSCU’s on behalf of the ODN</li> <li>• Ensure adequate HR support for ODN staff in accordance with NHS HR policies.</li> <li>• Devolve responsibility for the performance management of the ODN via objectives and work plan to the ODN NOG.</li> <li>• Develop good understanding of structure and functioning of the ODN.</li> </ul>	N/A	No

<p><b>Children's cancer ODN</b></p>	<p>The Children's Cancer ODN is a mandated non-statutory organisation established to deliver a collaborative model of care to improve the experience and outcomes in children's cancer patients and their families across NW.</p> <p>Its objectives are to:</p> <ul style="list-style-type: none"> <li>• Improve integration between different children's cancer services</li> <li>• Improve the experience of care</li> <li>• Increase participation in clinical trials</li> <li>• Increase tumour banking rates</li> <li>• Improve the transition arrangements between children's and TYA services, in particular ensuring that there is no age gap between different services</li> <li>• Embed genomic medicine within Children's Cancer services</li> </ul>	<ul style="list-style-type: none"> <li>• Work within the framework and resources as set out by NHS England/I SC NW</li> <li>• Deliver the service specification for Children's Cancer ODN as set out in the Service Specification</li> <li>• Develop NW Children's Cancer annual objectives and work plan.</li> <li>• Develop annual budget/financial plans and ensure budget management and monitoring arrangements are in place.</li> <li>• Publish annual accounts of ODN activities, outcomes and achievements.</li> <li>• Establish effective clinical governance, risk management and assurance processes, including escalation plans.</li> <li>• Establish ODN audit structures robust reporting and monitoring processes.</li> <li>• Develop the Children's cancer ODNs Communication and Engagement Strategy.</li> <li>• Develop the Children's ODNs Patient and Public Involvement Strategy.</li> <li>• Facilitate joint working with and between: <ul style="list-style-type: none"> <li>○ Specialised Commissioning</li> </ul> </li> </ul>	<p>NOG</p>	<p>Yes</p>
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		<ul style="list-style-type: none"> <li>○ Area Teams</li> <li>○ CCGs/ICS</li> <li>○ Networks and Senates</li> <li>○ NHSE Clinical Reference Group</li> <li>○ NHSE Programme of Care Leads</li> </ul> <ul style="list-style-type: none"> <li>● Contribute 'expert' knowledge and support to the annual commissioning and contracting process for Children's Cancer Services across the area.</li> </ul>		
<p><b>NOG</b></p>	<p>The Network Oversight Group is an appointed strategic group with an interest and expertise in the ODN aims outcomes and development.</p> <p>Accountability for the functioning, governance and performance of the Children's ODN.</p> <p>The NOG will provide strategic leadership and direction for the ODN, executive members will take collective responsibility for the delivery of the Group's functions.</p>	<ul style="list-style-type: none"> <li>● Approve any changes to the Constitution of the ODN including changes in ODN team staffing.</li> <li>● Ensure that robust governance arrangements are in place to monitor the work of the ODN.</li> <li>● Provide strategic leadership and direction for the Children's ODN.</li> <li>● Ensure that the ODN is operating within a well-defined organisational structure that demonstrates clear benefits for the patient.</li> <li>● Approve annual budget/financial plans and ensure adequate monitoring arrangements are in place.</li> </ul>	<p>Cancer Alliance &amp; Specialised Commissioning</p>	<p>Yes</p>



	<p>The NOG is held to account by North West Specialised Commissioning</p>	<ul style="list-style-type: none"> <li>• Ratify the Children’s ODNs annual objectives and work plan.</li> <li>• Ratify all Children’s ODNs policies and strategies</li> <li>• Sign off Terms of Reference for the ODN Working Groups regarding their objectives, scope and outcomes.</li> <li>• Question and challenge recommendations from Advisory Boards and working groups in order to be satisfied of the correct decision.</li> <li>• Devolve any additional responsibilities to the Working Groups on behalf of the ODN as appropriate.</li> <li>• Read and distil reports and related materials from ODN Team and Working Groups.</li> <li>• Develop a good understanding of structure and functioning of the ODN.</li> </ul>		
<p><b>Cancer Alliance(s)</b></p>	<p>The North West Cancer Alliances are a collaboration of NHS organisations responsible for commissioning and providing services; local councils who commission and provide public health services; charities,</p>	<p>To support local clinical and executive leaders to set strategy, culture and performance and strive to:</p> <ul style="list-style-type: none"> <li>• Achieve access to diagnosis and treatment in line with national standards;</li> </ul>	<p>Cancer Alliance Board(s)</p>	<p>No</p>

	community and voluntary organisations; patient representatives and groups and academic organisations	<ul style="list-style-type: none"> <li>• Implement rapid diagnostic services across North West to shorten time-to-diagnosis for all patients;</li> <li>• Support clinical teams to adopt national best practice pathways and reduce variation across North West;</li> <li>• Offer personalised care to all patients and risk stratified follow up to all appropriate patients following their cancer treatment;</li> <li>• Develop meaningful patient experience measures to inform future service improvements;</li> <li>• Ensure all eligible patients are offered access to clinical trials; and</li> <li>• Strengthen the path from cutting edge innovation to business-as-usual, spreading proven new techniques and technologies and reducing variation</li> <li>• The Children's PTC/Network Lead will continue to lead services within their own PTC's, working across the child-TYA 'divide' where this is relevant</li> </ul>		
<b>Working Groups</b>	ODN Working Groups are groups of subject matter experts working together to achieve specified goals that are in line with the	<ul style="list-style-type: none"> <li>• To develop Terms of Reference which outline the objectives and the operational arrangements for the Working Group.</li> </ul>	ODN	No

	<p>strategic and operational objectives of the ODN.</p> <p>They do not have delegated powers to make decisions binding to the ODN but will make recommendations to be ratified or adopted by the Board on behalf of the ODN.</p> <p>Working Groups will make full use of ODN Members' expertise, time and commitment and ensure diversity of opinions.</p>	<ul style="list-style-type: none"> <li>• Adopt any additional responsibilities devolved by the NOG on behalf of the ODN.</li> <li>• Undertake detailed work to implement the objectives and outcomes of the ODN and to ensure the effective and efficient operational functioning of the ODN.</li> <li>• Submit identified outcomes, options for change or recommendations to the ODN for approval.</li> <li>• Implement improvements or decisions approved by the ODN.</li> <li>• Develop a good understanding of structure and functioning of the ODN.</li> <li>• To ensure ownership and understanding of the ODN plan across Working Groups.</li> <li>• Bring knowledge and expertise to the ODN.</li> <li>• To disseminate information to their respective professional groups and organisations within their employing Trust/Organisation</li> <li>• To have oversight of issues impacting on service provision</li> </ul>		
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		<ul style="list-style-type: none"> <li>• Make recommendations for change on identified outcomes, to the ODN for approval.</li> <li>• To consider clinical policy alignment, working with partners to ensure alignment across the ODN</li> </ul>		
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Table 4: Roles and Responsibilities

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## 5. Stakeholder Support and Engagement

### 5.1. Membership Agreement

There will be an MoU in place across all Provider Trusts. This is not intended to be legally enforceable, however the Provider Trusts shall endeavour to adhere to its principles wherever practicable and beneficial. All members of the ODN will be expected to engage in and contribute positively to the successful delivery of the Annual Work Programme. Members are expected to have the authority to implement changes locally as required to fulfil the aims of the ODN.

#### 5.1.1. Patient and Public Involvement Strategy

In order to ensure that patient/carer views are heard and the ODN is aligned to patients' aims, patients/carers will be invited to regular facilitated focus groups. The summary of the discussions from the focus groups will be represented by an independent member of the Children's team to working groups, the ODN and the NOG.

#### 5.1.2. ODN Communications Strategy

The ODN will have a generic email address for all members of the ODN to make contact: [info.nwccodn@mft.nhs.uk](mailto:info.nwccodn@mft.nhs.uk)

The NW Children's Cancer ODN will create and disseminate a regular newsletter which will update on key changes within the Children's ODN. This will be distributed to cancer managers, lead clinicians and cancer nurses as part of a regular update to all participating Trusts.

### 5.2. Monitoring and Reporting

#### 5.2.1 ODN reporting schedule

What	To Whom	When	What	Use of Information	Responsibility
Working Groups	ODN NOG	Quarterly	Progress of Work Stream	To inform ODN of any challenges to delivery	Working Group Leads
Children's ODN	ODN NOG	Quarterly	Challenges/Issue of working Groups in delivering work programme	NOG to agree appropriate action to address identified challenge/issue	ODN Representative

NOG	Specialised Commissioning/Cancer Alliance & NW PPB	Quarterly	Progress of overall Work Programme  Financial Reports	Holding Oversight Group to account in delivering ODN work programme	ODN Programme Manager
NOG	Specialised Commissioning/Cancer Alliance & NW PPB	Annually	Annual Report	To identify progress against identified objectives for each ODN, see 5.2.2	ODN Programme Manager

Table 5 : ODN reporting schedule

### 5.2.2 ODN Annual Report

The Children's ODN will publish the Annual Report in May for the previous financial year. This will provide a summary of the ODN's activities including:

- Progress and key achievements in the region throughout the previous year
- Updates from all ODN Working Groups
- An overview of clinical activity and outcomes
- Spend against income

### 5.2.3 Work Plan

The NW Children's Cancer ODN annual objectives and work plan will be written and ratified by the NOG and Specialised Commissioning on an annual basis. An agreed mechanism will be in place to monitor progress against the ODN annual objectives and work plan through the NOG and NW Specialised Commissioning. ODN agreed key performance indicators are linked to local, regional and national standards, objectives and the regional business plan and are included in relevant commissioning frameworks/service specifications as appropriate.

### 5.2.4 Financial Reports

The finances of the NOG will be presented to the NW Paediatric Partnership Board & Specialised Commissioning on a quarterly basis.

### 5.3 Clinical Governance

There will be a mechanism in place to identify ODN clinical governance matters with an agreed process to investigate critical incidents and share findings. All providers across the area will be expected to report the following to the Children's ODN:

- Clinical Adverse Events
- Transfer Adverse Events
- ODN Wide Events

All reported events will be reviewed by the ODN and serious events/incidents escalated to the NOG for review and an action plan. This may include delegating related work to one or more working groups. The ODN will hold a decision log which sets out decision making within the network,

### 5.4 Risk Management

The ODN will have a process for managing ODN wide risks. ODN wide risks will be classified as those that could impact on the functioning of the ODN and its ability to deliver the service specifications. The ODN will have a risk register and escalate risks to either the joint partnership board or NHSE as appropriate.

### 6.0 Document Review

This document will initially be reviewed after 1 year and then will be reviewed every 3 years or sooner if changes in legislation occur or new best practice becomes available.

### 7.0 Associated ODN Documents

Terms of Reference for NOG  
Terms of Reference Template for Working Groups  
MoU

### 8.0 Supporting References

Service Specifications for Children's Cancer; PTC & Paediatric Oncology Shared Care Units

<https://www.england.nhs.uk/wp-content/uploads/2021/11/1746-principal-treatment-centres-service-specification-.pdf>

<https://www.england.nhs.uk/wp-content/uploads/2021/11/1746-paediatric-oncology-shared-care-unit-service-specification-.pdf>