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TERMS OF REFERENCE AND OPERATING ARRANGEMENTS

NHS Wales e-Library Service Board

Document Version	V5.0
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Status	Approved
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Date approved:	03/02/2022
Review date:	03/02/2023

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STRATEGIC OBJECTIVE	Delivering High Quality Digital Services
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WELL-BEING OF FUTURE GENERATIONS ACT	A healthier Wales
If more than one standard applies, please list below: A more equal Wales, A Wales of cohesive communities, A globally responsible Wales	

DHCW QUALITY STANDARDS	ISO 9001
If more than one standard applies, please list below: ISO 76000:2015, BS 76005	

HEALTH CARE STANDARD	Effective Care
If more than one standard applies, please list below: Governance, Leadership & Accountability, Staff & Resources	

EQUALITY IMPACT ASSESSMENT STATEMENT	Date of submission:
No, (detail included below as to reasoning)	Outcome:
Statement:	

APPROVAL/SCRUTINY ROUTE: Person/Committee/Group who have received or considered		
COMMITTEE OR GROUP	DATE	OUTCOME
NHS Wales e-Library Champions Group	12 January 2022	Accepted
NHS Wales e-Library Service Board	26 January 2022	Approved

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1 DOCUMENT HISTORY

1.1 REVISION HISTORY

Date	Version	Author	Revision Summary
14/06/2018	D0.1	Rachel Sully	
03/04/2019	D0.2	Joanna Dundon	
14/05/2019	D0.3	Joanna Dundon	
09/07/2019	D0.4	Joanna Dundon	Edits from NHS Wales e-Library Service Board May 2019 Meeting as per minutes
31/07/2019	V1.0	Joanna Dundon	Agreed at NHS Wales e-Library Service Board July 31 2019 meeting
14/07/2021	D0.5	Rachel Sully	Update to current terms of reference to include strategic function of the board
08/09/2021	D0.6	Rachel Sully	Update following comments from Service Board
27/10/2021	D0.7	Rachel Sully	Further updates following comments from Service Board
26/01/2022	D0.8	Rachel Sully	Minor changes
03/02/2022	V5.0	Rachel Sully	Agreed

1.2 REVIEWERS


This document requires the following reviews:

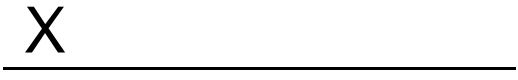
Date	Version	Name	Position
14/06.2018	D0.1	Joanna Dundon	National Clinical Informatics Lead – Public and Service Lead for NHS Wales e-Library
03/04/2019	D0.2	Joanna Dundon	National Clinical Informatics Lead – Public and Service Lead for NHS Wales e-Library
14/05/2019	D0.3	Rachel Sully John Dunkley-Williams Rebecca Meyrick NHS Wales e-Library Service Board	Librarian Specialist Technical Librarian e-Library Support Officer Senior Stakeholder Representatives
31/07/2019	D0.4	NHS Wales e-Library Service Board	Senior Stakeholder Representatives
14/07/2021	D0.5	Rachel Sully	NHS Wales e-Library and Knowledge Services Manager
08/09/2021	D0.6	NHS Wales e-Library Service Board	Senior Stakeholder Representatives

27/10/2021	D0.7	NHS Wales e-Library Service Board	Senior Stakeholder Representatives
26/01/2022	D0.8	NHS Wales e-Library Service Board	Senior Stakeholder Representatives
03/02/2022	V5.0	Rachael Powell	Associate Director of Information, Intelligence & Research

1.3 AUTHORISATION

Signing of this document indicates acceptance of its contents.

Author's Name:	Rachel Sully
Role:	NHS Wales e-Library and Knowledge Services Manager
Signature:	 Author

Approver's Name:	Rachael Powell
Role:	Associate Director of Information, Intelligence & Research
Signature:	 Approver

1.4 DOCUMENT LOCATION

Type	Location
Electronic	TEAMS

1.5 GLOSSARY OF TERMS

Abbreviation	Meaning
AWHILES	All Wales Health Information & Library Extension Service
DHCW	Digital Health and Care Wales
HEIW	Health Education and Improvement Wales
HSW	Health Solutions Wales
IHC	Informing Healthcare
KPI	Key Performance Indicator
NHSQLKS	NHS Wales Library and Knowledge Service (successor name to AWHILES)
NWIS	NHS Wales Informatics Service
PHW	Public Health Wales
SLA	Service Level Agreement

1.6 DEFINITIONS

Term	Meaning
Stakeholder	'An individual, group or organization [sic] that can affect or be affected by or perceive itself to be affected by, an initiative (i.e. a programme, projects, activity or risk).' PRINCE2 (2017) <i>Managing Successful Projects with PRINCE2®</i> , The Stationery Office: Norwich, p. 387.

2 TERMS OF REFERENCE

2.1 BACKGROUND

The NHS Wales e-Library is NHS Wales' digital source for knowledge and evidence. It is managed by Digital Health and Care Wales (DHCW) with funding from both DHCW and Health Education and Improvement Wales (HEIW) (October 2018). The e-Library is aimed at effective healthcare delivery by providing relevant and timely information to support NHS Wales employees, contract holders and students on placement to find the best evidence to support them in their role.

In 2000, the Health of Wales Information Service (HOWIS) was developed as an information gateway to a wide variety of health resources. This consolidated and made available e-resources including databases and some e-journals from one source.

Informing Healthcare (IHC) was established in 2003 with the strategic aim of delivering world class health and social care for Wales. As part of the scope of the 2005 National Case document it was recorded that the existing HOWIS e-Library service required updating and that IHC would lead on this.

An NHS Wales e-Library Service Board was created with input from the health library community, IHC and HSW to take the e-Library forward. In 2010, IHC and HSW amalgamated to form a new national organisation – NHS Wales Informatics Service (NWIS) and in 2021 a new Special Health Authority, Digital Health and Care Wales was established absorbing NWIS. DHCW was 'created to take forward the digital transformation needed for better health and care in Wales, making services more accessible and sustainable while supporting personal health and well-being.'

Development of the e-Library was managed by the Board, until in 2016-17 when a new Service Lead and Librarian Specialist were appointed to manage the e-Library centrally within NWIS/DHCW, with a Technical Librarian and e-Library Support Officer joining the team in November 2018. The e-Library Service Board now supports the NHS Wales e-Library Team in their roles.

2.2 PURPOSE OF THE BOARD

The Service Board will provide leadership, influence, maintain overall stewardship and governance to ensure the successful delivery of the e-Library's Strategy and Annual Plan. They will provide strategic clarity, setting the vision and mission and ensuring that all activities, either directly or indirectly contribute towards it. The Board will protect and nurture the e-Library service by ensuring ongoing usability and robustness through their decision making based on recommendations presented at Board meetings. This will assist in assessing whether new and additional services can be developed within existing capacity and help to prepare further business cases for additional e-resources and systems where these are likely to be needed. This is also to ensure that developments to the e-Library are technically achievable and the e-resources are promoted and used effectively.

2.3 OBJECTIVES OF THE BOARD

Support and/or advise the NHS Wales e-Library Team by:

- **OBJ1:** Dealing with business and decisions of a strategic, broad nature; these are likely to be issues that have implications beyond the immediate year

- **OBJ2:** Contributing to the drafting and publication of the e-Library strategy and annual plan by offering advice and guidance
- **OBJ3:** Acting as Ambassadors for the e-Library in their own organisations/professions
- **OBJ4:** Annually reviewing service and usage data to ensure best value for money for e-resources and systems and approving re-procurements, new procurements or cancellations
- **OBJ5:** Advising on reports, policies and procedures for the e-Library
- **OBJ6:** Working towards [Informed Health and Care: A Digital Health and Social Care Strategy for Wales](#), Supporting Professionals Workstream: 'Once for Wales' and seeking opportunities for further consolidation of contracts based on local NHS Wales Library Services purchases.
- **OBJ7:** Take an active role in the procurement of e-resources and systems. All Service Board members can take part in procurement panels but will be required to approve procurement documentation including specifications, supplier responses and usability testing prior to issue. Members or their delegates will also be required to take part in tender evaluations.
- **OBJ8:** Attending procurement training supplied by Commercial Services when required. New Service Board members are required to attend training prior to involvement in tenders
- **OBJ9:** Taking an active role in the implementation of e-resources following successful tenders by attending supplier training, distributing communications and promotional activity to their respective organisations/professions
- **OBJ10:** Contributing to the development of new services by nominating colleagues to join project or task and finish groups
- **OBJ11:** Seeking advice and guidance and considering recommendations from key stakeholders to ensure that the e-resources procured are of relevance to NHS Wales, and systems and technical solutions are implemented to continually develop the service
- **OBJ12:** Supporting engagement and implementing the Communications Plan by disseminating information on the e-Library to stakeholders and any interested parties
- **OBJ13:** Taking part in an annual digital e-Library Expo in Quarter 1 to share experiences, highlight our key successes and challenges and contribute to the way forward for the service. The Q1 Service Board meeting will be shortened to two hours and the third hour used for this purpose where members of Champions Group will also be invited

2.3.1 Frequency

The Board will meet quarterly or as required on the fourth Wednesday, 10:00-13:00 in January, April, July and October. Members are welcome to join in person at DHCW offices, Cardiff or digitally via Microsoft Teams. All meetings will be recorded digitally to support the creation of minutes created according to the DHCW minute template and shared with the Board no later than four weeks after the meeting. Recordings of the meeting will be securely saved for 24 months in the DHCW Sharepoint after which time they will be deleted. Recordings will be referred to as deemed necessary by the Board. The Chair or Deputy Chair will decide if extraordinary meetings are required or if email correspondence is appropriate to support timely decision making.

As per the agreed procurement policy, members or their delegates are also required to take part in evaluation panels for e-Library tenders to ensure stakeholder wide representation. A minimum of two working days will be required beyond the quarterly meetings. The e-Library Team aim to run no more than six tenders per year.

2.3.2 Quorum

The quorum for meetings of the e-Library Service Board will be as follows:

12 representatives from:

- At least 3 NHS Wales e-Library Team representatives
- At least 6 stakeholder representatives from the following:
 - o Two NHS Wales Library and Knowledge Services representatives
 - o One Public Health Wales NHS Trust Evidence Service representative
 - o One Health Education and Improvement Wales representative
 - o One Welsh Government Library representative
 - o One NHS Wales e-Library User Champions Group representative
- 2 Digital Health and Care Wales Commercial Services: Procurement and Contract Management representatives
- 1 Digital Health and Care Wales Finance and Business Assurance representative

If representatives are unable to attend a Board meeting in person or via Microsoft Teams they are required to inform the Service Board Secretariat as soon as they are able. Representatives can nominate a deputy to ensure that all stakeholder groups are represented particularly if this would impact on the Quorum of the meeting. All deputy representatives will have papers shared and representatives are welcome to comment on papers via the deputy representative or passed to the Secretariat to be shared at the meeting.

2.3.3 Format

Each substantive item on the agenda will be supported by a paper with a clear recommendation.

Papers must be sent to the Secretariat, Chair and Deputy Chair at least 3 weeks in advance of the meeting to be circulated to board members with the agenda to arrive no later than two weeks in advance of the meeting.

It will be assumed that members would have read the papers and gathered feedback on papers identified as requiring input from stakeholders before the meeting, to maximise time for discussion on actions to be taken.

Board members will not share any papers with anyone outside of the Board or DHCW unless they have been identified as requiring input from stakeholders or deemed appropriate by the Chair or Deputy Chair. This will be made clear when papers are circulated.

The Chair or Deputy Chair can set up an extraordinary meeting or advise that decisions are made via email or Teams if papers are deemed time critical and outside the time of the next Board meeting. Members will be given a time by which they need to respond for decisions to be made via email or Teams. The majority decision will be taken forward.

2.3.4 Decisions

To be made by consensus after consideration of Service Board members' views and advice. Members should come to meetings prepared and empowered to express views and make decisions on behalf of the stakeholder group, users or team that they represent. Additional clarification can be requested ahead of a

decision being made. If after this time there is no consensus, the Chair or Deputy Chair will make a decision based on the majority verdict. A follow up (Situation Background Assessment Recommendation (SBAR) report outlining how the decision was made will be produced by the appropriate e-Library team member, shared with the Service Board for comment and approval then shared with DHCW/HEIW directors if required.

2.4 MEMBERSHIP

Chair

- Associate Director of Information, Intelligence & Research, Digital Health and Care Wales
 - o Chair the meeting
 - o Resolution of conflicts and ensuring that discussions and decisions reach a consensus
 - o Escalation of work that is beyond the scope or capability of the Service Board

Deputy Chair

- NHS Wales e-Library and Knowledge Services Manager, Digital Health and Care Wales
 - o Update the Service Board on e-Library work and developments via the e-Library Update
 - o Report against performance standards and e-resource usage and advise e-Library Service Board
 - o Put forward recommendations for developing the e-Library
 - o Responsible for strategic development, procurement and contract reviews
 - o Chair of the e-Library Champions Group

Secretariat

- Clinical Directorate Facilitator, Digital Health and Care Wales

e-Library Representatives:

- Librarian Specialist, Digital Health and Care Wales
 - o Report and update on all aspects relating to e-Library technical services and projects including reporting back by contributing to the e-Library update
 - o Put forward recommendations for developing the technical side of the e-Library
- NHS Wales e-Library Engagement and Learning Specialist, Digital Health and Care Wales
 - o Report and update on enquiries, communication, engagement, training and project work by contributing to the e-Library Update
 - o Put forward recommendations for developing the engagement and training activities of the e-Library

NHS Wales Library and Knowledge Service Representatives:

- NHS Wales Library Partnerships Leader and Deanery Library Advisor, Cardiff University
- Library Services Manager, Powys Teaching Health Board
- Library Services Manager, Betsi Cadwaladr University Health Board West
 - o Support the Service Board by offering advice and guidance from the perspective of NHS Wales Library and Knowledge Service and advocate for the needs of their library users
 - o Verbal update on key points following quarterly NHS Wales Library and Knowledge Service meeting
 - o Report on on-going work, developments or updates from NHS Wales Library and Knowledge Service pertinent to the e-Library Service
 - o Disseminate key information from the Board meeting to NHS Wales Library and Knowledge Service

Public Health Wales Representatives:

- Advanced Evidence and Knowledge Analyst, Public Health Wales NHS Trust
- Advanced Evidence and Knowledge Analyst, Public Health Wales NHS Trust (Deputy)
 - o Support the Service Board by offering advice and guidance from the perspective of Public Health Wales and advocate for the needs of their staff
 - o Disseminate key information from the Service Board meeting to Public Health Wales Observatory Evidence Service and Public Health Wales staff
 - o Report on on-going work, developments or updates from Public Health Wales pertinent to the e-Library Service

Welsh Government Representatives:

- Health of Library Services, Welsh Government
- Librarian, Welsh Government (Deputy)
 - o Support the Service Board by offering advice and guidance from the perspective of a Welsh Government Librarian and advocate for the needs of their library users
 - o Disseminate key information from the Board meeting to Welsh Government library staff and users
 - o Report on on-going work, developments or updates from Welsh Government pertinent to the e-Library Service

Health Education and Improvement Wales Representatives:

- Strategic & Operational Lead, Health Education and Improvement Wales
- (Deputy)
 - o Support the Service Board by offering advice and guidance from the perspective of Health Education and Improvement Wales and advocate for the needs of their staff, and trainee health care professionals and represent HEIW Executive Team
 - o Disseminate key information from the Board meeting to HEIW executive team, staff and users
 - o Report on on-going work, developments or updates from HEIW pertinent to the e-Library Service

Commercial Services – Procurement and Contract Management Representatives:

- Senior Category Manager, Digital Health and Care Wales
- Senior Category Officer, Digital Health and Care Wales
 - o Support the Service Board by offering advice and guidance from the perspective of Commercial Services
 - o Report on procurement activity
- Commercial Services Officer, Digital Health and Care Wales
- Contracts Manager, Digital Health and Care Wales
 - o Support the Service Board by offering advice and guidance from the perspective of Commercial Services
 - o Report on contract management

Finance Representatives:

- Higher Finance Officer, Digital Health and Care Wales
- (Deputy)
 - o Support the Service Board by offering finance advice and guidance

- Report on the e-Library budget, spend and forecast for the financial year

NHS Wales e-Library Champions Group Representative:

- To be nominated and on rotation
 - Support the Service Board by offering feedback and suggestions from e-Library Users Champions Group and advocate for the needs of the group
 - Report back from the meeting

2.4.1 Chair

The Chair of the group will be the Associate Director of Information, Intelligence & Research from Digital Health and Care Wales

2.4.2 Deputy Chair

The Deputy Chair will be the NHS Wales e-Library and Knowledge Services Manager from Digital Health and Care Wales.

2.4.3 Secretariat

The Clinical Directorate Support Officer will take notes of minutes. In the absence of the Secretariat, the e-Library Engagement and Learning Specialist or Librarian Specialist will take notes.

2.4.4 Members

In order to maintain high level representation on the Board, members will make a commitment to attend all meetings. If commitment to Service Board is unsustainable as an addition to their role, members should notify the Chair and Deputy Chair and suggest a replacement. Non-attendance on 2 occasions will prompt a review of membership to ensure active representation is maintained at the group.

2.5 OUTLINE AGENDA

The e-Library Service Board agenda will broadly have the following format:

- Welcome and Apologies
- Minutes of the last meeting
 - Approval
 - Action Log
- NHS Wales e-Library Update to inc. recommendations and decision making
 - Strategic Update
 - Finance, budget update
 - Procurement Update
 - Technical update
 - Engagement and Learning Update
- NHS Wales e-Library Champions Group Update
- Knowledge and Information, Libraries Service Updates and Feedback
 - Health Education and Improvement Wales Update
 - Welsh Government Library Update
 - NHS Wales Library and Knowledge Service update

- Public Health Wales NHS Trust Library Services/Library and Knowledge Service Update
- Any other business
- Date and time of next meeting

3 REFERENCES

DOCUMENT	VERSION

4 DEFINITIONS

TERM	DEFINITION

5 ATTACHMENTS