



Terms of Reference

National Adult Cardiac Surgery Project Board

1. Version Control

Date	Version	Status	Author	Comments
29/11/12	1.0	Draft	Rebecca Cosgriff	New Document

2. Background

The National Adult Cardiac Surgery Audit (NACSA) collects data on all major heart operations carried out on NHS patients in the UK. The audit is managed by NICOR, with clinical direction and strategy provided by the Society for Cardiothoracic Surgeons (SCTS) and the Project Board.

3. Purpose

To provide strategic direction for and performance manage NACSA.

4. Function

- Accountable to the NICOR Operations Group for the success of the project. Membership of the Operations Group includes NICOR senior management and all national cardiac audit clinical leads. This includes the chair of the NACSA Project Board, who will escalate all unresolved significant project risks to the NICOR Operations Group. In conjunction, the NICOR project manager will also escalate any risks and issues to NICOR senior management.
- Provides leadership and direction, makes decisions to steer the progress and delivery of the project, in collaboration with the SCTS where required
- Ensure the aims of the project continue to be aligned with evolving needs
- Monitors and approves the progress of the project against HQIP contractual deliverables and the Project Plan, including the production of an annual report, revision of the dataset, and the development of risk adjustment models
- Approves the project plan and authorises any deviations from it
- Proactively manages project risks as set out in the Project Plan
- Sets priorities and allocates and commits resources to the project
- During the project lifecycle the Board has the authority to co-opt additional member(s) to the Project Team to perform task(s) under the project plan in order to meet deliverables. Depending on the scale of the task(s) some of these may be undertaken by the Project Manager
- Approves the project documentation set
- Provides timely and appropriate visibility of project progress and key risks and issues to the NICOR operational group as required.
- Authorises the commencement of project developments and signs off their completion
- Provides the forum to negotiate solutions to any problems or conflicts
- To arbitrate on any conflicts within the project

- Work with other NICOR audits to streamline and standardise processes where possible and desirable
- Research and access to data is outside the remit of the Project Board. These elements of NACSA are the responsibility of the NACSA Research Group.

5. Membership

Name	Job Title	Organisation
Ben Bridgewater (Chair)	Consultant Cardiac Surgeon & NACSA Clinical Lead	UHSM
Rebecca Cosgriff	NACSA Project Manager	NICOR
Zoë Fearnley	NICOR Chief Operating Officer	NICOR
Mike Fisher	Patient representative	N/A
Stuart Grant	Honorary Clinical Research Fellow - Cardiovascular surgery	UHSM
Graeme Hickey	Biostatistician	NIBHI
Simon Kendell	Cardiothoracic Surgeon	JCUH
Sue Manuel	NACSA Database developer	NICOR
Tracey Smailes	Database Manager representative	JCUH
Lynne Walker	NICOR programme Manager	NICOR

NB. Database manager representation is on a rotational basis (frequency TBC).

6. Expectations of Chair and Board members

- It is important that all parties of the relevant business areas are represented with a commitment to the role you have agreed to do both in terms of your time (attendance at board meetings and responsiveness to out of meeting activity) and also giving the project the priority it requires to be successful.
- The Chair must ensure members have had the opportunity to voice their opinion, to be able to challenge and to have their questions answered
- Minutes will be taken by the Project Manager, with the final draft agreed remotely by the board and published on the NICOR website.

7. Quorum and Meeting Frequency

Board meetings should include the Chair (or a nominated delegate), the Project Manager and at least two other members.

Members are expected to attend at least 50% of meetings per annum, either in person or remotely via Skype.

Meetings will be held at University College London (UCL) on a quarterly basis, with dates arranged by the Project Manager to allow for maximum possible attendance. The frequency of the Project Board meetings may be subject to change by board members as the project plan progresses

8. Decision Making

A consensus should be reached wherever possible in the event of any disagreements occurring. The Project chair will sum up and explain why a decision has been reached. The Project Board will be accountable to the NICOR Operations Group. If the Board are unable to reach an agreement they will refer the issue to the NICOR Operations Group.

Decision-making will be inclusive as far as possible and timescales will be considered/ taken into account. Where necessary there will be an out-of-committee process for urgent decisions.

9. Review

The draft Terms of Reference will be reviewed and finalised at the next Project Board meeting. Any further amendments must be reviewed and, if acceptable, approved by the project board as required.

10. Management and Administration

- Board paper documentation will be distributed electronically by the Project Manager five working days prior to the Board meetings taking place
- Board minutes will be sent electronically to all members for approval within ten working days of the meeting taking place, with a deadline of five working for the provision comments and amendments to the Project Manager
- Provided any necessary amendments have been made, minutes will be published on the NICOR website after the deadline for feedback from the Project Board has passed
- An up to date version of this document, once approved by the Project Board, will be published on the NICOR website
- Project documentation with information, communications, monitoring and reporting will be held securely on the NICOR servers to ensure a clear audit trail is maintained