Pan London Perioperative Audit and Research Network (PLAN)
GOVERNANCE CHARTER

Contents

1   CORE VALUES

- PLAN aims to produce high quality, trainee-led audit, quality improvement and research projects in perioperative, critical care and pain medicine across London.

- We aim to engage trainees in all parts of the management and implementation of the projects.

- We aim to collaborate across hospital Trusts within London and to run projects with other regional networks in order to conduct nationwide audit and research.

- We aim to adhere to all aspects of Good Clinical Practice in our design, methodology, data collection and in the dissemination of our results.

2   ORGANISATIONAL STRUCTURE

2.1 Committee structure

PLAN is led by a Steering Committee comprising of:

1. Trainee Chairperson and Vice Chairperson

2. Consultant PLAN Lead

3. Trainee Regional Leads from each of the five schools of anaesthesia within the London Academy of Anaesthesia. Up to four representatives per school. The regions are: North West, North Central, North East, South West and South East

4. Specialist Committee Leads:
    I. Secretary
    II. Communications
    III. Engagement
    IV. Events
    V. IT/Website
    VI. RAFT liason

5. Consultant Regional Leads from each of the schools of anaesthesia within London. One consultant representative per school.

The PLAN steering committee is supported by Consultant PLAN Local Leads from each of the hospital Trusts within London.

2.2 Membership

- All trainee and consultant representatives within the PLAN Steering Committee will hold membership of PLAN.

- Eligibility for membership is open to any anaesthetic/ICM trainee, fellow, SAS or consultant working within a hospital Trust associated with Health Education London. Medical students and other healthcare professionals are eligible for membership as PLAN Local Investigators only.

- PLAN membership will be by that party indicating intent to work with a PLAN project and agreement to our codes of conduct.

- Membership contact details will be stored by the Committee. If PLAN members would like their contact details removing from the membership database this can be achieved through an email request to the PLAN committee (PLAN@uk-plan.net).

- PLAN membership may be terminated for:
  - Breech of code of conduct
  - Breech of authorship, research goverance/GCP guidelines, data protections, ethical principles
  - Fraudulent of use data

- Operational roles within PLAN will only remain until reach of CCT date, with a process of succession planning to begin at least 6 months prior to the award of CCT.

- Termination of membership is at the discretion of the PLAN steering committee and requires a majority vote of Committee members

2.3 Project Leads

- Project Leads will be appointed for each audit or research project. This person will usually be the author of the project proposal, but may be one of the Committee or another nominated trainee.

2.4 Meetings

- **Quarterly Committee Meetings**. The Steering Committee will meet at quarterly meetings called by the Chairperson to discuss an agenda for strategic, organisational and project development for PLAN. A minimum notice of 2 weeks will be given prior to each meeting.

- All Steering Committee trainee members should attend Quarterly Committee Meetings unless there are extenuating circumstances. In this situation, apologies should be sent to the Chairperson and Secretary prior to the meeting.

- **Annual General Meeting**. The full Steering Committee will meet annually for the Annual General Meeting. Part of this meeting will be open to the wider PLAN membership and involve the presentation of new project proposals and

reporting of PLAN activities. This meeting will be called by the Chairperson and be free for all trainee members to attend.

- **Project Meetings**. It is expected that each project will require a minimum of three meetings, which maybe conducted in person or electronically. A "Start Up" meeting to define the project, an "Implementation" meeting just prior to the project launch and a "Review" meeting to analyse results and plan for dissemination.

- PLAN steering committee members are expected to contribute to ongoing discussion between Committee Meeting dates, including via the use of project management tools (e.g. Freedcamp).

2.5 Project Development Groups

- A cohort of the Steering Committee will be allocated to work with the project leads to develop projects prior to implementation. This may involve, for example: facilitating pilot projects, assisting with protocol design, assistance with HRA and ethical approval.

2.6 Decisions

- A majority of trainee Steering Committee members will suffice as a quorum for taking action on agenda items. If necessary, non-trainee member from the Steering Committee can be asked to join the meeting to establish a quorum.

2.7 Reporting

- Annual Reports on progress will be presented at the PLAN Annual General Meeting.

- The Project Lead will be expected to produce a preliminary **Project Report** on completion of the project including feedback from trainees involved in data collection within 6 weeks of project completion. This does not need to include the final data analysis but reflects the overall descriptives of the collected data. All project reports will be submitted to the Chairperson for composition into an **Annual Report** for presentation at the annual meeting. The Chairperson will provide a report to Consultant PLAN Regional Leads at the end of each calendar year.

3 PROJECT MANAGEMENT

3.1 Project Adoption

- In general a maximum of two projects will be adopted for PLAN implementation each year.

- Proposals must be submitted to the Chairperson after an open call for

proposals to all members.

- The shortlisting criteria for project selection will be published on the PLAN website.

- The Steering Committee retains the right to veto a project, which provokes any concerns.

- Proposals will be reviewed initially by the Committee. Following an initial shortlisting process and committee discussion, early feedback will be provided to the Project Lead.

- The project leads for selected projects will then be invited to present the proposal at the Annual General Meeting.

- All selected project leads will be given a copy of the judging criteria for project selection prior to the Annual General Meeting.

- The Project Lead will present their proposal to the membership and committee members at the Annual General Meeting which will be followed by a question and answer session after each presentation.

- The general PLAN membership in attendance will vote on each project and the majority membership decision will be allocated one vote in the final project committee vote.

- The PLAN committee will vote on all projects and select the two highest scoring projects for adoption based on a majority committee decision.

- Project Leads will be confirmed by the Committee.

- At adoption of the project, a working timeframe will be produced to set the expected dates for project development milestones. These dates will include draft protocol development, pilot, governance approval applications, Project Development Meetings, project timeframe and recruitment targets. A formalised written agreement will be undertaken between the Project Lead and PLAN with respect to these parameters. In exceptional circumstances it might be possible to change these milestones however this would involve a PLAN committee vote, with the majority decision taken.

3.2 Project Development

- Project development will occur, with the Project Lead supported by a PLAN Project Development Group.

- The PLAN Project Development Group will be made up of a selection of PLAN Committee members (normally around 4-6 PLAN Committee members).

- There will be a PLAN Project Lead chosen, selected from the PLAN Project

Development Group. It is their responsibility to support the Project Lead and maintaining momentum during the project development stage.

- It is expected that a **Pilot** Project be conducted in one Trust in order to fine-tune data collection and anticipate problems. In most cases this will be in a different Trust to where the Project Lead is clinically based. This will be facilitated by the PLAN Project Development Group.

- Not all projects will require a Pilot Project to be conducted after PLAN adoption. For example if adequate pilot work has been conducted previously. This will be decided at the discretion of the PLAN Project Development Group.

- Project meetings will occur, as detailed in 2d.

- Project development should be accomplished along the pre-defined timeframe. If there is a significant departure from this, the Steering Committee has the right to withdraw support for the project.

3.3   Project Documentation

- Project Leads will be expected to produce:
    - A study protocol summary
    - A data collection proforma
    - A plan for R&D/HRA approval at different sites
    - An assessment of whether ethical approval is required
    - A plan for data management which adheres to The Data Protection Act
    - A realistic time line for the project
- Project documentation will then be reviewed by the Committee prior to dissemination to Local Trusts.

3.4   Project Implementation

- Sites selected to be included in the project may be determined by the services they provide. Otherwise, all other Trusts with active PLAN members working in them will be eligible to collect data.

- Local Consultant Anaesthestic Audit Leads should be informed of the project and a trainee **Local Investigator** Site Lead will be assigned as the point of contact for the Project Lead.

- A **Project Pack** will be disseminated to the Local Site Leads with a summary of the project, advice on collecting data, how to submit data and who to contact with problems.

- Local Site Leads will be expected and responsible to submit data as agreed in

the timeline.

- Local Site Leads will be identified in the overall collaborator lists for each project.

3.5 Project Review

- Analysis of the results will be directed by the Project Lead with help from other members.

- An initial project summary report should be produced by the Project Lead within 6 weeks of the projects completion. This does not need to include full analysis, but an outline of overall recruitment, any key findings and a discussion about project implementation.

- A **Summary of Results** report and presentation should be produced for presentation at the project Review meeting and then be disseminated to the Local Trusts involved.

- Decision about publication of results in scientific journals will be made by the Committee and Project Leads.

3.6 Adoption of external/national projects

- PLAN aims to support **trainee led** projects and will facilitate recruitment to national projects based on this aim.

- In specific circumstances an exception can be made, such as facilitating recruitment to national projects that involve a large amount of trainee leadership, such as the SNAP projects.

- Support for external trainee led and other projects will be considered at a committee level and discussed at one of the quarterley Committee meetings. No additional meeting will be scheduled to address requests from external project leads.

- The decision of the committee regarding supporting external projects is final and will be based on a majority committee decision.

- Externally supported project will be advertised on the PLAN website, in our newletters and in general advertisements to registered PLAN members.

3.7 Collaborations with trainee-led network projects

- PLAN aims to engage with other trainee-led networks, including RAFT (Regional Audit Federation of Trainees), and to support collaborative working across the UK.

- PLAN will support and run the annual RAFT project.

- Other trainee-led audit and research networks may submit requests for PLAN

to collaborate and share the management of a single project across PLAN and the host network. Project Leads for PLAN projects may similarly submit requests for collaboration with other networks.

- Requests for collaboration should be accompanied by project protocols and any additional information required by the PLAN committee.

- Support for trainee-led network projects will be considered at a committee level and discussed at one of the quarterley Committee meetings. No additional meeting will be scheduled to address requests from external project leads.

- The decision of the committee regarding supporting external projects is final and will be based on a majority committee decision.

- Agreement to the terms of collaboration must be made following the decision to adopt a project. When the project is being led by PLAN then the terms must include agreement with the PLAN code of conduct, authorship policy, information governance policy and timelines for reporting. PLAN Project Leads will retain final responsibility for project management decisions in both PLAN and other collaborating networks.

4   AUTHORSHIP and ACKNOWLEDGEMENT

- Authorship for posters, peer reviewed articles and presentations will use the same format.

- Provisional authorship for project outputs will be agreed in writing prior to the projects commencement and finalised during the project development stage. This will be subject to amendment but would require formal agreement from the PLAN committee.A list of contributors will be submitted to the Committee by the Project Lead with an indication of their contribution.

- All data collectors will be acknowledged as collaborators on the website and in all publications.

- All of those actively involved in the project in the form of development of the research idea or data collection will be eligible for authorship as goverened by the Vancouver Protocol, available at: http://www.research.mq.edu.au/about/research_@_macquarie/policies,_proce dures_and_conduct/documents/Vancouver.pdf

- The Project Lead/s will be the first / last authors of all project outputs.

- Other positions within the author list will be determined on a project by project basis.

- Pan London Perioperative Audit and Research Network (PLAN), must be included in the author list of all project outputs.

- In exceptional circumstances where it is not possible to include PLAN in the authorship, named individuals are able to submit on behalf of PLAN, however this requires permission from the PLAN committee beforehand. Where PLAN cannot be named as an author, but author affiliations are declared, then PLAN should be listed as the author affiliation.

- As part of publication, all significant contributors will, where possible, be individual named and indexed as collaborators on PubMed.

- Ideally publications will be open access however this is not an absolute condition for publication.

- Should Project Leads deviate from the agreed authorship terms, they will be contacted in the first instance to allow them to rectify the issue. Should this not be completed by the Project Leads, the PLAN committee will write to the organisation or journal to request a retraction of the publication.

5   DATA PROTECTION

- All projects will adhere to the The Data Protection Act (1998) and this will be the responsibility of the Project Lead, the Committee and Local Clinical Governance departments.

- All data will be anonymised as early as possible and will only be stored in protected databases.

6   CODE OF CONDUCT

1. **Professional and personal integrity**

    I.   PLAN members will be honest and open at all stages of the development, implementation and project reporting process. This involves being willing to discuss results, to share data with other members of the PLAN network and fairly acknowledging the work of others.

    II.   Members must be alert to perceived or actual conflicts of interest or research misconduct and address these as appropriate.

2. **Training and mentoring**

    I.   PLAN members will be open to accept training and teaching to carry out their duties and develop their knowledge and skills.

II.   Members will take opportunities to teach and mentor others within the network.

3. **Research methodology**

I.   When undertaking research, PLAN members will adhere to principles of Good Clinical Practice.

II.   Members will be thorough and meticulous in performing their duties, taking care to use appropriate methodology, adhering to agreed protocols, interpreting results and drawing conclusions with necessary rigour.

7   ROLES AND RESPONSIBILITIES

7.1   General information

- All terms of appointment should be for a minimum of 1 year and a maximum of 3 years tenure, unless variance is agreed by Steering Committee vote.

- No individual can hold more than one Steering Committee role at a time

- Appointment to Trainee Specialist Committee roles will be from self nomination of a trainee regional lead with experience of working with PLAN. The individual will then be selected either by election of the Steering Committee or directly if unopposed.

- Appointment to Trainee Regional Lead positions will occur following election by Trainee and Consultant Regional Leads in the school of anaesthesia that the trainee is to represent. Individuals that have participated as Local Investigators in previous PLAN projects will be favoured. When positions are vacant, nominators will be requested from all PLAN members within that region. There is no time limit to the length of a Trainee Regional Lead's term.

- Appointment to Consultant PLAN Lead position will occur following nomination and if contested a vote by the Steering Committee. Preference for Consultant Regional Leads, who have demonstrated engagement with the Steering Committee and PLAN projects.

- Appointment to Consultant Regional Lead positions will occur following nomination and election by Trainee Regional Leads and the incumbent Consultant Lead for the regional.

- For more senior roles such as Chairperson and Vice Chairperson, a hand over period of at least 3 months between outgoing and incumbent person will be required.

7.2 Chairperson

Current: Peter Odor

- Overseeing the overall running of the network
- Developing network strategy and future planning
- Set agendas for committee meetings
- Chairing committee meetings
- Final decision maker for network
- Promotes organisation at a national level
- Produce an annual report in conjunction with the vice chair for the annual committee meeting, include project summaries and group milestones. Annual reports for Consultant Regional Leads.
- Represent PLAN at PLAATAG group meetings
- RAFT liaison

7.3 Vice Chairperson

Current: Helen Laycock

- Support Chair in PLAN coordination and strategy
- Deal with email correspondence via the PLAN website and disseminate to appropriate individuals as required i.e. project leads / regional leads dependent on enquiry
- Produce an annual report in conjunction with the chair and vice chair for the annual committee meeting, to include project summaries and group milestones
- Ensure research governance and constitution are kept updated

7.4 Consultant PLAN Lead

Current: Sibtain Anwar

- Provides continuity for the organisation when trainee committee members change
- Provides guidance for strategic development of the organisation
- Uses existing research links to facilitate initiation of projects and act as point of contact with the NIAA.

7.5 Trainee Regional Leads

- Promote PLAN at a local level
- Provide a point of contact for PLAN members
- Trouble shoot local issues regarding project implementation
- Support project leads to facilitate project implementation at local level
- Escalate issues / share successes at the core committee meetings

- Coordinate with other regional leads to ensure at least one regional lead is present at each committee and project meeting

7.6 Secretary

Current: Ximena Watson

- Organise committee and project meetings dates (using, for example, Doodlepoll) and schedule these to ensure all regions are represented.
- Take minutes from every meetings or delegate task if unable to attend
- Produce written minutes within one week of the meeting taking place and distribute to all trainee and consultant regional leads.
- Produce an annual report in conjunction with the Chairperson and Vice Chairperson for the annual committee meeting to include project summaries and group milestones.
- Manages membership database
- Distribute bi-annual Newsletters

7.7 Communication

Current: Sioned Phillips

- Produce bi-annual Newsletters by liaising with all project leads and named committee members (Spring and Autumn – must be sent out by 1st February and 1st September to membership)
- Ensure newsletters are sent to the secretary for PLAN membership distribution
- Keep an up to date contact list for all PLAN members. This will be updated in conjunction with regional and project leads.
- Assist project leads with communication to members regarding each project
- Liaise with Engagement and Events individuals to ensure all PLAN members are informed of upcoming projects, project selection meeting and events
- Develop bank of contacts / resources for project development, research funding, research interested individuals, potential collaborators and establish links to facilitate the above.
- Write published reports for RCoA The Gas.

7.8 Engagement

Current: Matt Oliver

- Develop a strategy to improved trainee engagement across London by liasing with regional leads to ensure regionally appropriate
- Develop metrics to demonstrate engagement and track success
- Work with Events to produce annual event for PLAN to ensure engagement

- In charge of social media for group – this includes Twitter and Facebook – ensure minimum of weekly output on projects / retweeting other networks etc

7.9 Events

Current: Queenie Lo

- Leads organisation of the venue and speakers for the **Annual General Meeting**
- Organise social events for members
- Liaise with engagement and communication roles

7.10 Technology/Website

Current: Kariem El-Boghdadly

- Day to day website running and maintenance
- Update projects and other information on website in timely fashion
- Provide support to project leads regarding IT
- Develop IT solutions to keep pace with evolution of the organisation
- Maintains the online project management tool (e.g. Freedcamp)

7.11 Consultant Regional Leads

- Promote PLAN at a local level amongst trainees and consultants
- Provides a point of contact for PLAN members at local level
- Escalates any issues / share successes with the executive committee

7.12 RAFT Liason

Current: Harriet Kemp

- RAFT (Regional Audit Federation of Trainees) requires two PLAN committee members to link into the organisation. The Chairperson will take one of these positions and the other will be taken by the RAFT Liason.
- Liaise with RAFT regarding national projects and RAFT strategy.
- Report quarterly back to the PLAN committee with updates on RAFT developments and future projects.

This charter adopted on 21/03/2017 by the PLAN Committee