

**Staffordshire, Shropshire & Black Country
Newborn & Maternity Network** 

BUSINESS PLAN

2012-13

Contents

Page 3

Introduction

Page 3

➤ Purpose

Page 3

➤ Organisational Structure

Page 4

➤ Present Position

Page 4

➤ Network Objectives 2012 – 2015

Page 4

➤ Key Network Objectives 2012/13

Page 5

Network Objectives and Work Programme

Page 5

Objective 1: High Quality data and information to support high quality care

Page 6

Objective 2: Best care for babies and families

Page 7

Objective 3: The network is fit for purpose and able to demonstrate added value

Page 10

Finance

Page 10

➤ Resource availability

Page 10

➤ Expenditure Plan

Page 11

➤ Training Plan

Page 12

Network Sub groups' Objectives and work programme 2012/13

Page 12

QIPP Group

Page 14

Parent Representative Group

Page 15

Network Education & Workforce Development Group

Page 17

Guidelines Group

Page 18

Long Term Follow Up Group

Page 19

Equipment Group

Page 20

Feeding & Nutrition Group

Page 21

Maternity Network

Page 23

Neonatal Transfer Service

Network Objectives 2012 – 2015

- Objective 1 High Quality data and information to support high quality care
- Objective 2 Best Care For babies and families
- Objective 3 The network is fit for purpose and able to demonstrate added value

Key Objectives in 2012/13

- Implement a process to review and report quarterly on mortality in the network
- Implement a process to review and share learning quarterly from serious clinical incidents in the network
- Review demand and advise on capacity requirements in the network
- Review progress in improving family centred care across the network

Purpose

The aim of the business plan is to address the priorities of the network identified through the network leads time out event held on the 21 November 2011¹ which are reflected in the subsequent briefing document of the new lead clinician “ Prioritising & Delivering the Network Forward Agenda”². The priorities of the network have taken into account the 8 principles within the Toolkit for High-Quality Neonatal Services³, the NICE Quality Standards- ‘Specialist Neonatal Care’⁴. A key focus has been placed upon meeting both the Quality Innovation Productivity Prevention (QUIPP)⁵ and Commissioning QUality INitiatives (CQUIN)⁶ agendas.

The business plan consists of three parts, the overall network strategic objectives and work programme, the objectives and work programmes of each of the network sub groups and the network’s financial plan.

Progress in the network will continue to be reviewed through the network standards assessment process and the business plan will be reviewed and updated annually with any significant amendments including the annual objectives and work programmes for each network subgroup.

Organisational Structure

The Staffordshire, Shropshire & Black Country Newborn & Maternity Network is hosted by Wolverhampton City Primary Care Trust (PCT). There are six neonatal units and maternity services in the network based in the following six provider trusts;

Mid Staffordshire General Hospitals Foundation Trust

University Hospital of North Staffordshire NHS Trust

Shrewsbury and Telford Hospital NHS Trust

Dudley Group of Hospitals Foundation Trust

Walsall Hospital NHS Trust

Royal Wolverhampton Hospitals NHS Trust

A network board is responsible for leading the network, making final recommendations, commissioning work groups and monitoring progress and is accountable to The West Midlands NHS who is responsible for the populations served by the newborn network, with day to day accountability of the network to the West Midlands Specialised Commissioning Team and its constituent organisations. The board is supported by the network management team which consists of a Lead Clinician, Network Manager/Lead Nurse, Lead Obstetrician and Network Administrator.

Priorities in the network are progressed within the sub groups of the board; Network Education & Workforce Development, Guidelines, QIPP, Long Term Follow Up, Feeding & Nutrition, Parent Representative Group (PR), Equipment & a Joint Transport Group with South West Midlands Newborn Network. The board and each subgroup have representation from each provider unit and appropriate others such as healthcare lecturers, community pediatricians and parent representatives.

The Staffordshire, Shropshire & Black Country Newborn Network supports a Maternity Network within its infrastructure with funding of a Lead Obstetrician 1PA per week. Maternity network sub groups are supported by the network administration team on the same basis as the newborn network sub groups. The governance arrangements are the same as the network's sub groups and therefore the work programme for the maternity network is presented in this business plan along with those of the other subgroups.

Present Position

The network continues to make progress in all identified priority areas as indicated in the review of progress against the 2011/12 business plan objectives. Further details of the work undertaken to date in the network can be found in the report of the review of progress of the 2011/12 Network Business Plan and in previous years' business plans and annual reports which are readily available to download from the network's website.

<http://www.networks.nhs.uk/nhs-networks/staffordshire-shropshire-and-black-country-newborn>

2012/13 is a final year of transition in the NHS with the passing of the Health and Social Care Bill in March 2012. The network will work with emerging new organisations and commissioning arrangements in the NHS to ensure that neonatal services continue to develop appropriately, supporting staff in neonatal units to meet the needs of the babies and their families during the NHS reforms. At this time the network is chaired by Dr Andy Spencer, the previous network lead clinician, until the arrangements for the network beyond March 2013 are known.

1. Report from the Network Leads Time Out "Prioritising & Delivering the Network Forward Agenda" Available to download: http://www.networks.nhs.uk/nhs-networks/staffordshire-shropshire-and-black-country-newborn/documents/Draft_Report_Network_Leads_Time_Out_Workshop.pdf
2. Prioritising & Delivering the Network Forward Agenda – March 2012, Babu Kumararatne. Available to download: <http://www.networks.nhs.uk/nhs-networks/staffordshire-shropshire-and-black-country-newborn/documents/Prioritising%20-%20Delivering%20the%20Network%20Forward%20Agenda%20BK%2013%20March.pdf>
3. Department of Health (2009) Toolkit for High-Quality Neonatal Services
4. National Institute for Health and Clinical Excellence (2010) Quality Standards Programme: Specialist neonatal care consultation. Available to download: <http://www.nice.org.uk/aboutnice/qualitystandards/SpecialistNeonatalCareQualityStandardConsultation.jsp?domedia=1&mid=726672CD-19B9-E0B5-D4DE0981D1F0E862>
5. Department of Health (2009) Implementing the Next Stage Review visions: the quality and productivity challenge Available to download: http://www.dh.gov.uk/en/Publicationsandstatistics/Lettersandcirculars/Dearcolleagueletters/DH_104239
6. Department of Health (2010) Using the Commissioning for Quality and Innovation (CQUIN) payment framework (with addendum for 2010/11). Available to download: http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_09144

Objective 1 High Quality data and information to support high quality care							
	Reference	Intention	Work programme	Audit Indicators	Lead Responsible	Review Date	Progress Review March 2013
1.1	Toolkit Principles 1, 7,8 Jamboree 3.2	To monitor and report activity within each unit in the network and investigate exceptions to care pathways.	Quarterly reports to the network board	Quarterly network reports at board meetings	Ruth Moore Network Manager/ Lead Nurse	March-13	
1.2	Toolkit Principle 8 Jamboree 3.1 The NHS Outcomes Framework	The network has confidence in the accuracy of the neonatal mortality data contained in national and regional Perinatal Mortality Reports	Mortality review subgroup of the QIPP group to monitor the learning from all neonatal deaths and collate into a quarterly anonymous report to circulate to all units	SSBCNN data accurately reported in national and regional mortality reports	Babu Kumararatne Lead Clinician	Sept-12	
1.3	NICE Specialist Neonatal quality standards Toolkit Principle 7.1	To monitor neonatal units progress against the network standards assessment tool	Quarterly snapshot reports presented and discussed at the network board	Quarterly network reports of revised standards tool at network board meetings	Ruth Moore Network Manager/ Lead Nurse	March-13	
1.4	Toolkit Principle 7.13	To develop and implement a process to review and share learning outcomes from individual unit incidents	Network Manager to review learning from all serious clinical incidents in the network and collate a quarterly anonymous report to circulate to all units	Serious clinical incidents from all neonatal units reviewed with learning shared across the network is minuted in QIPP group minutes	Ruth Moore Network Manager/ Lead Nurse	Sep-12	
1.5	Toolkit Principle 1, 7 & 8 NICE Specialist Neonatal quality standard 8 CQUIN NNAP The NHS Outcomes Framework	To develop and implement a monitoring and reporting process of agreed neonatal quality clinical indicators and quality matrixes for use within neonatal services and newborn networks in the West Midlands	Meet with the other newborn networks and WM quality observatory to review the need for a separate WM neonatal quality clinical indicators Meet with the other newborn networks in the WM to review the national neonatal dashboard and agree a	Need for WM Neonatal quality clinical indicators decided and circulated to both networks Information circulated to all neonatal units outlining the agreed approach to	Melanie Sutcliffe Network Clinical Effectiveness Lead Ruth Moore Network Manager/ Lead Nurse	Jun-12	

			standardized approach to collecting and reporting each data item	collecting and submitting the monthly data required for the national neonatal dashboard			
1.6	Toolkit Principle 8 NICE Specialist Neonatal quality standard 9 The NHS Outcomes Framework	To monitor, analyse and report the 2 year outcomes of babies less than 31 weeks gestation and/or less than 1250gms who have received care in SSBCNN	Long term follow up group to analyse and report on the 2 year outcome data obtained on babies in SSBCNN and the coverage of Bayley screening in the network	An annual report on the 2 year outcomes of babies in SSBCNN circulated and reported on at the network board	C Halahakoon Chair long term follow up group	Sept 2012	
Objective 2. Best care for babies and families							
	Reference	Intention	Work programme	Audit Indicators	Lead Responsible	Review Date	Progress Review March 2013
2.1	NICE Specialist Neonatal care standards 12 & 13 Toolkit Principle 3 Jamboree 3.5	To roll out Helping Hands parent support groups across the network	Support network parent reps and NICU teams to set up Helping hands support groups in their area	Helping Hands Parent Support Groups are available in Black Country and Shropshire	Julie Ebrey/ Caroline Southall Parent Reps	Sep-12	
2.2	NICE Specialist Neonatal care standards 13 Toolkit Principle 2.7 Jamboree 3.4	Scope current community care provision with a view to identifying changes required to meet NICE Quality Standards	Undertake a review of current community services within the network Make recommendations for change to meet the NICE quality standards to the workforce group	Report of current community services in the network and changes required minuted in the workforce group minutes	Sarah Fulwood / Ruth Moore Network Manager/ Lead Nurse	Sep-12	
2.3	Toolkit Principle 4.5	There is a single point of telephone contact for clinical advice, cot/maternal bed availability and the transfer service available 24/7	Work with WM cot location, NTS, SWMNN and commissioners to develop and agree how to implement this	Action plan minuted in network board minutes	Jackie Harrison/ SSBCNN Transport Lead TBA	Sep-12	

2.4		Clinical audits improve the quality of care for babies and their families across the network	Facilitate an annual network audit competition Develop a neonatal audit leads group and collate an annual list of all neonatal audits undertaken in the network Coordinate an annual network wide audit	Audit competition winners are announced in the network A list of all neonatal audits is available in the network A report from the annual network audit is discussed at the QIPP group and circulated to all units	Alison Moore Network Audit Lead	Sept 2012	
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Objective 3: The network is fit for purpose and able to demonstrate added value

	Reference	Intention	Work programme	Audit Indicators	Lead Responsible	Review Date	Progress Review March 2013
3.1	NICE Specialist Neonatal care standards 7, 11 Toolkit Principle 3 Jamboree 3.5	Decisions made by the SSBCNN are informed with parents views	Network to consider and agree the future mechanism for obtaining parent views in 2012/13 and beyond	Mechanism agreed and minuted in QIPP group minutes	Sanjeev Deshpande, QIPP Chair	Jun 2012	
3.2	World Class Commissioning Neonatal Toolkit pg 18 +19	To achieve financial balance in the operation and management of the network	To publish a budget plan and quarterly updates	Budget plan agreed by network Board Quarterly updates reported to the Network Board	Ruth Moore Network Manager/ Lead Nurse	Quarterly	
3.3	Toolkit Principle 8	To produce Network reports to the Board using data from each unit captured from various data sources including; Badger. Net System, NTS and manual data collection	Work with the Trusts and commissioners to develop appropriate, timely reports on network activity & quality. Draft a document outlining the approach to network activity & quality data collection and reporting for approval by all stakeholders	Agreed approach to network activity & quality data collection & reporting in 2012/13 minuted in network board meeting minutes.	Ruth Moore Network Manager/ Lead Nurse Mel Sutcliffe Network Clinical Effectiveness Lead	June 2012	

3.4	NICE Specialist Neonatal Care Standard 2 Neonatal Toolkit Equity and Excellence: Liberating the NHS	To further develop the newborn network in line with national and local recommendations and feedback	To agree action plans to develop the network in line with recommendations from national and local reviews of networks and neonatal services e.g. West Midlands Review of networks, National Neonatal Taskforce Actively participate in the WM perinatal network provider and commissioning forums	Action plans agreed at network board Updates on progress fed back at network board meetings	Ruth Moore Network Manager/ Lead Nurse	Dec-12	
3.5	Toolkit Principle 1	To participate in the national survey of perceptions about the network	All units to participate in the national survey	Report of the findings presented at network board	Ruth Moore Network Manager/ Lead Nurse	Sept-12	
3.6	World Class Commissioning Neonatal Toolkit pg 18 +19 Equity and Excellence:Liberating the NHS	To strengthen the network's involvement in the commissioning process To influence neonatal and maternity service issues being taken forward within the new organisational structures in the NHS	Work with specialised commissioners and the national commissioning board to develop and agree appropriate CQINNS for neonatal services Develop working relationships with emerging local /specialised commissioners, attend appropriate meetings and write to give updates on SSBC Newborn & Maternity Network achievements and work programmes	Updates of progress recorded in the network board minutes	Ruth Moore Network Manager/ Lead Nurse	Dec-12	

3.7	Toolkit Principle 1 The NHS Outcomes Framework	<p>To develop the network workforce required to deliver the network work programme</p> <p>To review the tenure of the lead obstetrician role when the future format of the network is confirmed</p> <p>To appoint a permanent chair for the network when the future format of the network is confirmed</p>	<p>Develop the network clinical effectiveness role to monitor, analyse and report on network activities using the badgernet neonatal data system</p> <p>Draft a discussion paper outlining the options for renewing the lead obstetrician role for discussion and agreement at the network board</p> <p>Draft a paper outlining the process for recruiting a permanent chair for the network to be discussed and agreed by the network board</p>	<p>Network clinical effectiveness lead presentation of data minuted in various network meetings and network board</p> <p>Discussion paper circulated and minutes from the network board reflect the agreement made regarding the lead obstetrician role</p> <p>Discussion paper circulated and minutes from the network board reflect the agreement made regarding the appointment of a permanent chair for the network</p>	<p>Mel Sutcliffe Network Clinical Effectiveness Lead</p> <p>Ruth Moore Network Manager/ Lead Nurse</p> <p>Ruth Moore Network Manager/ Lead Nurse</p>	<p>Oct 2012</p> <p>Dec 2012</p> <p>Dec 2012</p>	
3.8		<p>To publish an annual report detailing all the activities in the Network in 2011/12</p> <p>Present the annual report at an annual general meeting for approval by all stakeholders</p>	<p>Collate information from all network sub groups and activity/outcomes data from each unit's individual annual report into a network annual report</p> <p>Arrange an AGM open to all stakeholders to attend</p>	<p>Annual Report Published, circulated and available on the network's website</p> <p>Minutes from AGM circulated and available on the network's website</p>	<p>Ruth Moore Network Manager/ Lead Nurse</p>	<p>Oct 2012</p>	

Finance

Resource Availability 2012/13

Recurrent

The SSBC Newborn Network infrastructure is funded recurrently by the West Midlands Specialised Commissioning Team (WMSCT). The in year total funding in 2012/13 to support pay and non pay is £255,855 which is 5% less than the 2011/12 level.

WMSCT provide the funding for neonatal services directly to the Acute Trusts in the SSBCNN, the total funding for neonatal services in Acute Trust contracts for 2012/13 is **£XXXX**

Non Recurrent

£50,615 under spend from the network infrastructure budget from 2011/12 has been carried forward into the 2012/13 network pay budget to fund £8040 late invoice for lead clinician Jan-Mar 12, £21,500 for the seconded network educator maternity cover post which terminates in March 2013 and the £5,000 difference between the annual allocation from WMSCT and the total required .

Under spend in the non recurrent training in 2011/12 has been carried forward to form a non recurrent training budget for 2012/13

The tables below demonstrate the expenditure plan for 2012/13

Expenditure Plan 2012/13

Network Infrastructure Recurrent Budget

PAY	£243,875
Non Pay	£16,900
Total	£260,775

+ £50,615 non recurrent funding carried over into the infrastructure budget to cover the items identified above.

Network Training Budget

Total	£19,412
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Staffordshire, Shropshire & Black Country Newborn Network DRAFT Education and Training Programme 2012/13

Please see table on next page.

* It is intended to keep the network study days free to network staff in 2012/13.

£500 per unit will be made available for this, the senior nurse of each unit will be responsible for allocating this funding and recharging the network for this. * This will only be funded by the network if the individual unit has not obtained funding through the TNA/LBR or other funding streams, senior nurses to advise the network asap.

Title	Number of Places	Dates	Venue	Organisation	Cost per place	Total Cost
Palliative Care Study Day	Up to 30	23 May 2012	In SSBCNN	SSBCNN	£10 Approx	£300 Approx
Therapeutic Hypothermia Study Day		18 Jun 2012	SWMNN	SSBC & SWM NNs		
NNAP Nurse Facilitator Workshop		28 Jun 2012	A2 Maternity Block New Cross Hospital	SSBCNN		
Ventilation Study Day (Advanced)	Up to 30	4 July 2012	In SSBCNN	SSBCNN	£10 Approx	£300 Approx
Therapeutic Hypothermia Study Day		TBC Oct 2012	In SSBCNN	SSBC & SWM NNs		
Ventilation Study Day (Basic)	Up to 30	TBC Oct 2012	In SSBCNN	SSBCNN	£10 Approx	£300 Approx
Breastfeeding Study Day	Up to 30	TBC Nov 2012	In SSBCNN	SSBCNN	£10 Approx	£300 Approx
Developmental Care Study Day		TBC Nov 2012	In SSBCNN		£10 Approx	£300 Approx
Child Protection Study Day		TBC Dec 2012	IN SSBCNN	SSBCNN		
Transport Study Day		TBC Dec 2012	In SSBCNN	WMNTS		
Nutrition Study Day	Up to 30	TBC Jan 2013	In SSBCNN	SSBCNN	£10 Approx	£300 Approx
Ventilation Study Day (Advanced)	Up to 30	TBC Feb 2013	In SSBCNN	SSBCNN	£10 Approx	£300 Approx
Foundation Nurse Programme Study Days X 15	TBC	Nov 2012 – May 2013	Various in SSBCNN	SSBCNN	Nil*	Nil
Foundation Nurse Programme Module Fees***	TBC	Nov 2012 – May 2013	Various in SSBCNN	Wolverhampton University	£70 TBC	TBC
SSBCNN Stakeholder Event, Audit Competition & AGM	Up to 80	25 Sept 2012 Afternoon	Post graduate centre, Stafford	SSBCNN	£15 Approx	£1,200 Approx
Maternity Stakeholder & Perinatal Education Event	Up to 80	17 Oct 2012 TBC	TBC	SSBCNMN	£15 Approx	£1,200 Approx
Quad Network Research Study Day	Up to 50	18 Sept 2012	Wolverhampton Medical Institute	SSBCNN	£20 Approx	£1,000 Approx
Quad Network Conference Midlands & East Matters	12	25 Jan 2013	Loughborough University		£60 Approx	£720 Approx
What Next? Manage the Outcomes	4	17 & 18 May 2012	Tortworth Court, Bristol	NICU, Bristol	£175	£700
Reason Conference	13	2 & 3 July 2012	Warwick University	CFS Events	£285	£3,420 (1 place free)
Other External Neonatal** Conferences/Events	TBC	TBC	Various	Various	Various	£3,000
					Total	£13,340 Approx

**Staffordshire, Shropshire & Black Country Newborn Network
Sub groups and Maternity Network Objectives and Work Programmes**

QIPP Group Draft Objectives 2012/13					
Objective 1: QUALITY - To promote and enhance Quality in Neonatal (perinatal) care across the Network					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
SSBCNN 2 & 3	Assess the adherence to the NICE Quality Standards in SSBCNN	Report circulated advising the SSBC Newborn Network Board of any shortfalls in meeting the Quality standards across the Network	Ruth Moore Network Manager/ Lead Nurse	Sep-12	
SSBCNN 1,2 & 3	Meet with the other newborn networks and WM quality observatory to review the need for a separate WM neonatal quality clinical indicators	Decision about the need for WM Neonatal Quality Clinical Indicators decided circulated to both networks	Melanie Sutcliffe Network Clinical Effectiveness Lead	Jun-12	
	Meet with the other newborn networks in the WM to review the national neonatal dashboard and agree a standardized approach to collecting and reporting each data item	Information circulated to all neonatal units outlining the agreed approach to collecting and submitting the monthly data required for the national neonatal dashboard		May-12	
	Form a network group of neonatal unit audit leads	Email circulation group formed	Alison Moore Network Audit Lead	Jun-12	
	Collate a list of all neonatal audits being undertaken in the SSBCNN	List of audits recorded on network website		Oct-12	
	Organise and hold an annual neonatal audit competition	Results of annual audit competition reported on network website		Oct-12	
	Complete a network wide audit on Term admissions to neonatal units	Report of findings from the audit discussed at QIPP group and circulated to Maternity and Neonatal Colleagues		Mar-13	
Objective 2: INNOVATION - To increase participation in neonatal research studies					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
SSBCNN 2 & 3	Work with the West Midlands (North) MCRN and non-Medicines for research in Children teams to enhance the profile of and participation in neonatal research	Evaluation report from the quad network research study day circulated to all four networks	Sanjeev Deshpande	Sep-12	
	Organise and hold a quad network neonatal research study day in June 2012				
	Work collaboratively with the Research leads in neighbouring networks to develop relevant neonatal research projects	Cross network neonatal research group formed and appropriate research studies commenced	Sanjeev Deshpande		
	Invited units participate in the I2S2 Study	Data collection completed by each participating unit			

QIPP Group Draft Objectives 2012/13					
Objective 3: PRODUCTIVITY - To monitor and develop productivity in neonatal services across the network					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
	Oversee the implementation of the network care pathways and monitor the impact of this in the network	Receive and monitor reports on care pathway exceptions and provide quarterly overview to network board	Ruth Moore Network Manager/ Lead Nurse		
	Identify potential areas for improving productivity in neonata services and direct existing appropriate network sub groups to undertake discreet projects around these. In 2012/13 the workforce group will explore setting up of a network wide bank of neonatal staff and undertake a project looking at skill mix in neonatal services	Discreet projects to improve productivity undertaken by various network sub roups and reported back to the QIPP group	Ruth Moore & Jo Cookson, Chairs Network Education & Workforce Group		
Objective 4: PREVENTION – To enhance the safety of neonatal care through shared learning across the Network					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
	Network Manager to review learning from all serious clinical incidents in the network and collate a quarterly anonymous report to circulate to all units	Serious clinical incidents from all neonatal units reviewed with learning shared across the network is minuted in QIPP group minutes	Ruth Moore Network Manager/ Lead Nurse	Sep-12	
	Mortality review subgroup of the QIPP group to monitor the learning from all neonatal deaths and collate into a quarterly anonymous report to circulate to all units	SSBCNN data accurately reported in national and regional mortality reports	Babu Kumararatne Lead Clinician	Sep-12	

Parent Representatives DRAFT Objectives 2012/2013					
Objective 1: To further develop the Helping Hands Group throughout the Network to meet parent/carers support needs					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
SSBCNN 2 NICE Specialist Neonatal care standards 1 Toolkit Principle 3	Consider the best use of funds donated by parents to each individual Helping Hands group.	Monies are allocated to a project that is sustainable and visible that parents and babies can benefit from.	J Ebrey and Senior Nurse in each Unit	On going	
	Prepare individual business cases identifying proposed use of funds	Business cases approved			
	Assist the neonatal units in the setting up of Helping Hands groups in Walsall and Shropshire	Helping Hands groups are available in Walsall and Shropshire	J Ebrey/ C Southall Senior Nurse in each unit		
Objective 2: To work with neonatal units to improve discharge planning across the Network					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
SSBCNN 2 NICE Specialist Neonatal care standards 1 Toolkit Principle 3	Parent Reps (PR) to work with the NICU Teams within the Network, to offer support to parents and to encourage attendance at Helping Hands Support Group as part of the discharge planning process.	Set up a working group to consider parental needs during their time in NICU to beyond discharge. To embrace the key points contained within both the Poppy Report, and Neonatal Toolkit.	Lead Nurse NICU / Parent Reps	Sep-12	
	Provide an advisory role to discharge planning teams in the network	Parent reps are working with neonatal unit discharge planning teams for advice	Parent representatives/ Network Manager/ Lead Nurse		
Objective 3: To ensure that parents views influence developments in neonatal services in the network					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
SSBCNN 3 Toolkit Principle 1	Parent Reps have regular meetings with the network manager/lead nurse to review and identify their input required in network work programmes	Notes from Parent Reps Meetings Network board minutes	Parent Reps / Network Manager/ Lead Nurse	On-going	
SSBCNN 3 Toolkit Principle 1	Review progress in developments in family centred care in the network following the results of the first national parent experience survey	Verbal & Poster presentations from each unit at the network stakeholder day	Parent Reps / Network Manager/ Lead Nurse	Sep-12	

Network Education & Workforce Development Group Draft Objectives 2012/13					
Objective 1: To develop & monitor a standardised approach to recruitment and retention into neonatal units					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
SSBCNN 2 & 3	Continue to support the network Foundation Programme, by releasing staff from each unit.	Managers to identify learners for next programme to practice educator by TBC	Jo Cookson Network Practice Educator	Sep-12	
	To implement a network agreed competency framework and training programme for neonatal Health care support workers	Network Neonatal HCSW Competency Framework adopted for use in all units in the network Evaluations from HCSW training in the network published on the network website	Jo Cookson Network Practice Educator	Mar-13	
SSBCNN 2 & 3	Identify the remit and undertake a project on the nurse staffing in neonatal services	Findings from the project discussed and reported in the network	David Coan/ Sam Davies/Mandy Mellor TBC	Mar-13	
Objective 2: To develop a sustainable neonatal workforce					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
SSBCNN 3	Complete an annual survey of current neonatal workforce in each unit	Results of annual survey discussed and recorded in meeting minutes	Ruth Moore Network Manager/ Lead Nurse	Jun-12	
	Support individual units business cases to develop an appropriate workforce for their neonatal service	Information supplied to support individual unit business cases	Ruth Moore Network Manager/ Lead Nurse	On going	
	Explore the possibility if developing a network neonatal staff bank	Findings discussed and recorded in meeting minutes	Ian McLennan	Sep-12	
	Work with regional workforce deaneries/LETBs and units to develop appropriate medical staffing for neonatal services	Workforce deanery/LETBs plans reflect neonatal service medical staffing needs	? Alyson Skinner TBC	Sep-12	

Objective 3: To develop and deliver a network training programme to meet agreed network training needs					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
SSBCNN 3	Work with HR departments in the network to develop and agree an efficient process to enable staff rotation between neonatal units for training and update opportunities	Staff appraisals identify rotation between units in the network	Ruth Moore Network Manager/ Lead Nurse	Mar-13	
	Seek HR representatives from provider Trusts to assist progress with staff rotation	HR representative attendance minuted at workforce group meetings			
SSBCNN 1 & 3	Plan and hold network study days as agreed in network education and training programme	Evaluation reports from study days published on network website and discussed at workforce meetings	Jo Cookson Network Practice Educator	Mar-13	
SSBCNN 2 & 3	Develop a business case as required to resource and implement a network simulation training programme	Resources obtained and network simulation training programme advertised	Jo Cookson Network Practice Educator	Mar-13	

Guidelines Group Objectives Draft 2012/14					
Objective 1: To develop parent information to support network guidelines					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
SSBCNN 2	Identify appropriate authors to draft the agreed network parent information leaflets Obtain parent representative input in the development of standard network parent information leaflets	Appropriate standard network parent information leaflets are produced with input from parent representatives	Kate Palmer Chair	Mar-13	
Objective 2: To publish a fifth edition of the neonatal guidelines in Autumn/Winter 2013					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
SSBCNN 2 & 3	Follow bedside clinical guidelines partnership methodology to update existing guidelines and write new guidelines as identified in the survey of users	Existing guidelines in the 4th edition and new guidelines are written and prepared ready for publication in the 5th edition of the guidelines	Kate Palmer Chair	Mar-13	
Objective 3: To receive feedback on the format and usefulness of the Network Neonatal Clinical Guidelines published in 2011					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
SSBCNN 3	Collect and present feedback on the use of the fourth edition of the neonatal guidelines published in 2011 to inform future editions of the guidelines	Results from the survey presented at the guidelines group meeting Amendments to the format and additional topics identified for fifth edition of guidelines agreed by guidelines group	Sarah Carnwell Network Administrator	Jun-12	
	Collect and present feedback on the use of the Post natal ward folder of neonatal guidelines published in 2011 to inform of any future developments required	Results from the survey presented at the guidelines group meeting			
Objective 4: To incorporate SWMNN in the use and production of the neonatal guidelines					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
SSBCNN 3	SWMNN Unit/Trust guidelines leads identified and added to guidelines group membership	Guidelines group membership includes SWMNN unit reps	Sarah Carnwell Network Administrator	Jun-12	
	Amend guidelines group ToR to reflect SWMNN joining the process	ToR amended		Jun-12	
		SWMNN units guidelines leads listed as contributors in 5 th edition of the guidelines		Dec-13	

Long Term Follow Up Group Objectives 2012/13					
Objective 1: Collate and report the 2 year follow up results across the Network					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
Toolkit Principle 8 SSBCNN 1+3	Identify how the findings from the 2yr assessments should be fed back to the staff undertaking the assessments	Feedback mechanism agreed and recorded in meeting minutes	Dr Chrisantha Halahakoon	Sep-12	
	Analyse and report network outcomes at 2 years annually	Report presented to long term follow up group and fed back to network board	Dr Chrisantha Halahakoon	Sep-12	
Objective 2: Clinical governance and quality control in undertaking the Bayley Assessments across the Network					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
SSBCNN 2 & 3	Identify ways to improve the data quality of the 2 yr assessments across the network	Action plan recorded in meeting minutes	Dr Chrisantha Halahakoon	Dec-12	
SSBCNN 3	Develop a parent questionnaire to obtain user feedback on the network 2 year Bayley assessment	A questionnaire is developed and distributed	Sarah Carnwell	Sep-12	
Objective 3: To further develop the data available on the long term outcomes following preterm delivery in the network					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
SSBCNN 1, 2 & 3	Plan the expansion of the criteria to reflect the NICE quality standard and to follow up DNA's too	Agreed expansion plan recorded in meeting minutes	Dr Chrisantha Halahakoon	Mar-13	

Equipment Group Draft Draft Objectives 2012/13					
Objective 1: To standardise the approach to training and assessment of competence in equipment across the network					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
2 & 3	Hold training on therapeutic hypothermia for staff in SSBCNN	Evaluation report form the training is published on the network website	Jo Cookson Network Practice Educator	Dec-12	
Objective 2: To research innovations in equipment suitable for neonatal services					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
2&3	Agree with each unit rep the priority for equipment evaluation in the network Organise and hold an equipment evaluation event in the network	Report from the network equipment evaluation day is published on the network website	Robin McMahon	Dec-12	
Objective 3: To research potential cost efficiencies from bulk purchasing standard disposable equipment items in the network					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
	Work with procurement leads to identify top 10 list of neonatal disposable equipment items across the network Identify the best prices that could be obtained if standardised and work with units to see if savings can be made	Progress reported to equipment group and recorded in group meeting minutes	Claire Young	Sep-12	
Objective 4: To identify priorities for equipment replacement within the network					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
1, 2 & 3	Review and update the equipment register across the network	Updated equipment register reported to network equipment group		Sep-12	
		Letters sent to Trusts identifying any pieces of equipment that require replacement	Robin McMahon Chair Equipment Group	Dec-12	

Feeding & Nutrition Group Draft Objectives 2012/13**Objective 1: To promote, share and support ideas, best practice and innovations in feeding and nutrition across the network**

Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
Toolkit Principle 5 SSBCNN 2 & 3	Deliver preterm breastfeeding training across network via Study Days	Delegate evaluation	Liz Jones Pat Bloor	Mar-13	
Toolkit Principle 3 SSBCNN 3	Regular group meetings to discuss local and Network feeding issues or difficulties that need addressing by additional training/consultation	Minutes of meetings with agreed actions taken to network board as required	Liz Jones Pat Bloor	Mar-13	
Toolkit Principle 7 SSBCNN 1,2 & 3	Audit breastfeeding practice in neonatal units to ensure uniformity of practice across the network	Benchmark of breastfeeding practices re scored by each neonatal unit and agreed actions indicated in group minutes	Liz Jones Pat Bloor	Mar-13	
SSBCNN 3	Collate a network response to the Neonatal Stand Alone Baby Friendly Initiative Accreditation Consultation	Network Response submitted and reported to the network board	Liz Jones Pat Bloor	Oct-12	
SSBCNN 2	Support each neonatal unit to work towards the neonatal stand alone Baby Friendly Initiative Accreditation	Progress of each unit towards accreditation reported at Feeding & Nutrition Group	Liz Jones Pat Bloor	Mar-13	
SSBCNN 2 & 3	Initiate a sub group of appropriate clinicians, dieticians and pharmacists to review TPN administration with a view to standardising TPN across the network	Sub group formed and progress reported at Feeding & Nutrition Group	Liz Jones Ruth Moore	Sep-12	

Maternity Network Draft Objectives 2012/13					
Objective 1: Publish a second edition of the Network Obstetric Clinical Guidelines in February 2013					
Reference / SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
SSBCNN 3	Publish a second edition of Obstetric Guidelines in the network	Second edition of the Obstetric guidelines distributed throughout the network	R Indusekhar	Mar-13	
Objective 2: To explore the potential for introducing a common maternity data system					
Reference / SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
	Collect an overview of how the process of data entry is supported in each unit	Reported at maternity network planning meeting	A Gornal		
Objective 3: To develop and share good practice in maternity services					
Reference / SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
	Hold bi annual perinatal education events. Rotate responsibility for organising the event between the 6 Trusts in the network with support from the network	Evaluation report circulated following the events	TBC + Network Practice Educators	March 2013	
	Plan to hold a maternity network audit meeting to discuss the network plan for audit			Oct 2012	

Maternity Network Draft Objectives 2012/13					
Objective 4: To obtain robust data on the clinical outcomes and service user experiences of IUT					
Reference / SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
	Produce an annual report on the findings from the network outcome of IUT audit	Revised information collated and reported to the network	T Vanner/ S Carnwell	Oct-12	
	Look into options for developing the IUT form to be web based for ease of completion and access	Options for web based IUT form reported back to maternity network meeting	S Carnwell	Jun-12	
	Publish and circulate a report of the findings from the research study to the network	Research findings published and circulated to the maternity network		Jun-12	
Toolkit Principle 4.5 SSBCNN Objective 2.4	Participate in the WM working group to improve the cot/bed location service available to the neonatal and maternity units in the network				
Objective 5: To influence maternity service issues being taken forward within the new organisational structures in the NHS					
Reference / SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
Equity & Excellence: Liberating the NHS SSBCNN Objective 3.6	Actively participate in the WM perinatal network provider and commissioning forums	Report back from WMPN meetings at maternity network meetings			

Neonatal Transfer Service Objectives 2012/13					
Objective 1: To meet Continuing Professional Development requirements in neonatal transport					
Reference Network Objectives	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
SSBCNN Objective 3 SWMNN Objective 4 Toolkit 5	Continue to provide training on Transfer medicine to multi-professional staff in the networks	Attendance record	Alex Philpott Jackie Harrison	On going	
	To provide outreach programs for Units in the networks	Service delivery, training packages on web site	Alex Philpott Jackie Harrison	On going	
	Bespoke training to WMAS prehospital neonatal providers	Service delivery, training packages on web site	Alex Philpott Jackie Harrison	On going	
Objective 2: Promote the activities and share the experiences of the NTS with others					
Reference Network Objectives	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
SSBCNN Objective 1 SWMNN Objective 1, 2 Toolkit 7.8 + 7.12	Quarterly data to include risk assessment / Near Miss	Report to be generated to each unit and Network Board	Jackie Harrison	On going	
	Minimise the number of out of region transfers in particular for surgical management	Report to be generated to each unit and Network Board	Jackie Harrison	On going	
	Monitor and audit babies transferred for cooling	Report to be generated to each unit and Network Board Present data to Transfer User Group	Jackie Harrison	On going	
	Monitor and audit time critical transfers	Present data to Transfer User Group	Jackie Harrison	On going	
Objective 3: To deliver a safe transport service which meets the needs of neonatal services in the West Midlands					
Reference Network Objectives	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
SSBCNN Objective 2, 3 SWMNN Objective 6	Cooling service set up and to provide outreach training for referring units to ensure that babies are prepared appropriately for transfer	Service delivery Attendance record	Jackie Harrison	Dec-12	
	To perform user satisfaction questionnaire	Audit 23	Alex Philpott Jackie Harrison	Sep-12	

Objective 4: To ensure the NTS is appropriately resourced for all neonatal transport activity					
Reference Network Objectives	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2013
SSBCNN Objective 3 SWMNN Objective 2	24 hour dedicated call handling centre	Team to be put in place	Alex Philpott Jackie Harrison	On going	
Toolkit 4.5	Ensure an adequate number of appropriately trained personnel for NTS	Monitor staffing levels	Alex Philpott	On going	
	Supporting Spr Training during rotation into NTS	Spr training programme and feedback from Spr	Alex Philpott		