

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



BUSINESS PLAN

May 2009

Contents

Page 3

Page 3
Page 3/4
Page 4
Page 4

Introduction

- Purpose
- Organisational Structure
- Present Status
- Network Objectives 2009 – 2012

Page 5

Page 5/6
Page 6
Page 7/8

Network Objectives and Work Programme

- Objective 1: Babies are cared for in the right place at the right time by appropriately skilled staff
- Objective 2: Safe high quality care is provided to babies in the network
- Objective 3: The network is fit for purpose and able to demonstrate added value

Page 9

Page 9
Page 10
Page 11
Page 12
Page 13
Page 14
Page 15
Page 16
Page 17
Page 18
Page 19

Network Sub groups' Objectives and work programme 2009/10

- Guidelines Group
- Equipment Group
- Workforce Development Group
- Research, Development & Audit Group
- Long Term Follow Up Group
- Breastfeeding Group
- Resuscitation Group
- Neonatal Transfer Service
- Helping Hands Group
- Data Set Group
- Maternity Network

Page 20

Page 20/21
Page 20/21
Page 22

Finance

- Resource availability
- Expenditure Plan
- Training Plan

Introduction

Purpose

The aim of the business plan is to set the network's objectives for the next 3 year period 2009 – 2012 building on the work identified in the previous years plan to take forward the network priorities which address recommendations from current national and regional policy directives including;

- The Strategy for Improvement (DH 2003)
- Caring for Vulnerable Babies: The reorganisation of neonatal services in England (NAO 2007),
- Report from West Midlands Children's, Young People and Maternity Services Configuration Group: Ensuring Sustainability of Maternity and Children's Services in the West Midlands (NHS West Midlands 2009)
- Maternity and newborn Clinical Pathway Report, Investing for Health Step 2: Delivering our clinical vision for a world class health service (NHS West Midlands 2008)
- Principles for Quality Neonatal Care Services, NHS/DH Neonatal Taskforce due to be published in 2009

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 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 Network is Hosted by Wolverhampton City Primary Care Trust (PCT) and chaired by the PCT Chief Executive Jon Crockett. There are six neonatal units 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; Equipment, Workforce Development, Guidelines, Research, Development & Audit, Long Term Follow Up, Resuscitation, Breastfeeding, Data set, Prem baby support group & 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 paediatricians and parent representatives.

A maternity network is also developing within Staffordshire, Shropshire & Black Country, although there is a complex relationship 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.

Parental involvement in network activities is supported through the network parent representative role and a continuous network survey of parents' experiences on each of the neonatal units.

Present Status

The network continues to make progress in all identified priority areas as indicated on the review of progress against the 2008/09 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 2008/09 Network Business Plan and in previous years' business plans and annual reports which are readily available to download from the network's website www.newbornnetworks.org.uk/staffs.

Network Objectives 2009 – 2012

- Babies are cared for in the right place at the right time by appropriately skilled staff
- Safe high quality care is provided to babies in the network
- The network is fit for purpose and able to demonstrate added value

Objective 1: Babies are cared for in the right place at the right time by appropriately skilled staff				
Deliverables	Work Programme	Measurement Used	Lead	Review Date
1.1 Clear recommendations for the allocation of additional recurrent funding for maximum benefit across the network	Set up a short term network group to agree the priorities for recurrent funding in neonatal services in the network Develop and agree criteria to assess the recurrent funding priorities Complete an assessment of the recurrent funding priorities Write and Present a report with recommendations from the group of the recurrent funding priorities in the network Communicate the Network agreed priorities to the specialised commissioners	Group established Criteria agreed at network board Report with recommendations presented to network board	Ruth Moore Network Manager	July 2009
				Sep 2009
				Dec 2009
				Dec 2009
1.2 Capacity is appropriate for our population, enabling care of the smallest and sickest infants to be centralised in two level 3 units with early repatriation to local units	Monitor the activity levels across the network to review if the additional investment in 2008/09 achieved the intended increase in capacity Develop appropriate action plans with individual neonatal units and Trusts to address any shortfalls identified in the review of the West Midlands Paediatric and Maternity reconfiguration board Work with maternity colleagues, Trusts and Commissioners to increase the obstetric capacity in units as required	Trust neonatal activity reports Action plans agreed with individual neonatal units/Trusts reported to the network board Action plans in place to address any additional Obstetric capacity required in each Trust	WMSCT	June 2009
			Ed Peile	Sept 2009
			Simon Jenkinson Lead Obstetrician	Sept 2009
1.3 To have defined clinical pathways for babies who need neonatal intensive or high dependency care and for babies with complex problems whose care cannot be provided within the network.	Support facilitated organisational development workshops between further pairs of trusts in the network with an aim of developing closer working relationships between the trusts in order to assist the development and implementation of appropriate patient care pathways, staff education and training	Reports from the workshops presented to the trusts and the network board	Andy Spencer Lead Clinician	Dec 2009

1.4 To have defined clinical pathways for women whose babies will need neonatal intensive or high dependency care	Undertake a review of care pathways from other areas to assist in developing an agreed template for network care pathways	Agreed care pathways developed between trusts and presented to the network board	Elizabeth Bromley	Sept 2009
	Work with neonatal and maternity colleagues in each trust to write and agree appropriate care pathways		Simon Jenkinson/ Lead Obstetrician Andy Spencer Lead Clinician	Dec 2009
	Ensure agreed clinical pathways for women and babies within the newborn network are communicated with all neonatal and obstetric colleagues			Mar 2010

Objective 2: Safe high quality care is provided to babies in the network

Deliverables	Work Programme	Measurement Used	Lead	Review Date
2.1 Units are supported to work towards meeting the agreed SSBCNN standards of care	Develop and implement quarterly reports on progress against the network standards for each trust at the network board meetings	Quarterly reports presented at the network board	Ruth Moore Network Manager	June 2009
2.2 Ensure all units collect standardised clinical data and participate in the National Neonatal Audit Project	Complete a network project to identify the most effective way and the necessary resources required to implement this for the collection and inputting of high quality neonatal clinical data.	The Report of the project with recommendations for implementation is presented to the network board	Andy Spencer Lead Clinician	Dec 2009
2.3 Encourage the implementation of the badgernet neonatal data collection system in all the units in the network	Arrange a network meeting with Peter Badger to discuss unit, trust and Network specific requirements from the badgernet system. Identify the total number of interfaces required across the network and negotiate a discounted price for all Trusts in the network	Minutes of meeting circulated in network Discounted prices for interfaces are circulated to each Trust		June 2009 July 2009
2.4 The network has confidence in the accuracy of the neonatal mortality data contained in the CEMACH Annual Perinatal Mortality Report 2008	Work with CEMACH Regional Manager, Perinatal Institute, Trust Coordinators and Neonatal colleagues to develop a robust mechanism for verifying mortality data	Perinatal Mortality Report 2008	Ruth Moore Network Manager	October 2009

Objective 3: The network is fit for purpose and able to demonstrate added value				
Deliverables	Work Programme	Measurement Used	Lead	Review Date
3.1 Decisions made by the SSBCNN are informed with parents views	Continually seek parent experiences of the neonatal units through a refined network parent experience questionnaire distributed to all parents when their baby is discharged from a neonatal unit in the network.	Refined questionnaire distributed to all parents on discharge from a neonatal unit in the network	Sarah Carnwell Network Administrator	Sep 2009
	Collate the results and report findings to each unit, R,D & A group and the network board	Completed questionnaires collated and analysed and results reported to the individual units and at the network board		Dec 2009
	Work with BLISS and the neonatal units to recruit more parent representatives to the SSBCNN	New Parent Representatives contribute to the network	Ruth Moore Network Manager	Sep 2009
	Evaluate the Helping Hands Support Group at UHNS in order to make recommendations for the appropriate roll out of similar groups across the network	Evaluation report with recommendations presented to the network board	Julie Ebrey Parent Representative	Sep 2009
3.2 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 network board	Ruth Moore Network Manager	Quarterly
3.3 To develop a network efficiency savings plan ahead of anticipated 'flat cash' funding in 2011/12	Work with accounts department to identify areas where efficiency savings can be made and develop an agreed plan for the network	A Network efficiency savings plan is presented and agreed by the network board	Ruth Moore	March 2010
3.4 To have in place arrangements for monitoring and reporting activity within each unit in the network and	Work with the Trusts and commissioners to develop appropriate, timely reports on network activity.	Regular reports to the network board	Ruth Moore Network Manager	Dec 2009

investigating failures of network operation.				
3.5 To further develop the newborn network in line with national and local recommendations and feedback	<p>To agree action plans to develop the network in line with recommendations from national and local reviews of networks and neonatal services including:</p> <ul style="list-style-type: none"> ➤ West Midlands Review of networks, ➤ National Neonatal Taskforce - Principles for Quality Neonatal Care Services <p>To repeat the staff survey of perceptions about the network</p>	<p>Action plans agreed at network board</p> <p>Report of the findings presented at network board</p>	Ruth Moore Network Manager	<p>Dec 2009</p> <p>March 2010</p>
3.6 To strengthen the network's involvement in the commissioning process	<p>Work with commissioners to develop world class commissioning of neonatal services in the West Midlands in line with the recommendations from the National Neonatal Taskforce Neonatal Care Commissioning Framework due to be published in 2009</p> <p>Work with WMSCT and service providers to review the impact on neonatal services in the network of the introduction of cost and volume contracts in 2009/10</p>	<p>Neonatal units in the network are designated in line with the Neonatal Care Commissioning Framework</p> <p>Regular commissioning progress reports at network board meetings</p>	WMSCT Commissioner Ruth Moore Network Manager	<p>March 2010</p> <p>Quarterly</p>

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

Guidelines Group Final Objectives

Objective 1: To develop parent information to support network guidelines					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
2 & 3	Circulate existing parent information to guideline authors to develop standard network parent information leaflets as appropriate Obtain parent representative input in the development of standard network parent information leaflets	Appropriate standard network parent information leaflets are produced	Sarah Blackburn/Carnwell	Dec-09	
Objective 2: To receive feedback on the format and usefulness of the Network Neonatal Clinical Guidelines published in 2009.					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
3	Collect and present feedback on the use of the third edition of the guidelines published in 2009 to inform future editions of the guidelines	Results from the survey presented at the guidelines group meeting Amendments to the format for fourth edition of guidelines agreed at guidelines group meeting	Sarah Carnwell	Mar-10	
Objective 3: To evaluate the impact of the new process to allocate authors to update guidelines for the 2009 edition					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
3	Obtain feedback from each unit regarding the quality and use of the updated guidelines Obtain feedback from authors on the process used to review and update guidelines biannually Discuss feedback obtained and agree with guideline group the process to use for the review and update of guidelines for the fourth edition	Feedback from all sources is discussed at a guidelines group meeting and reflected in the agreed process for future updates	Ruth Moore	Mar-10 Mar-10 Mar-10	

Equipment Group Final Objectives 2009/10						
Objective 1: To develop telemedicine communication for clinical management and education purposes across the network and with Birmingham Children's						
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review 2010	March
Objectives 1 & 2	Develop implementation project plan for telemedicine across the network with BCH	Telemedicine links between all the neonatal units in the network and BCH implemented	Babu Kumararatne	Dec-09		
	Identify host service for the network infrastructure IT equipment for telemedicine	Host Service identified		Jun-09		
	Obtain commitment from each Trust to meet the maintenance costs of the telemedicine equipment	Commitment obtained from all 7 Trusts		Oct-09		
Objective 2: To standardise the approach to training and assessment of competence in equipment across the network						
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review 2010	March
Objectives 1 & 2	Open up the equipment update rolling programme held monthly at UHNS NNU to other member os network staff	Staff from other Nnus attend the UHNS equipment updates	Sharon Turnock	Mar-10		
	Advertise the equipment monthly update rolling programme to each NNU in the network	Flyers are circulated in each NNU in the network		Oct-09		
Objective 3: To research innovations in infusion pumps and billirubin meters with a view to advising Trusts on a network approach to standardised high quality infusion pumps for neonates and billirubin meters						
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review 2010	March
Objective 2	Equipment evaluation day to be held in Summer/Autumn 2010	Written evaluation of the equipment presented at equipment group	Alan Lawrie	Autumn 2010		
	Agree and identify the preferred neonatal Infusion pumps and billirubin meter	Trusts informed of outcome of the evaluation and the priorities for replacement of infusion pumps and billirubin meters in their Trust		Dec-10		
Objective 4: To standardise consumables						
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review 2010	March
Objective 2	To investigate the possibility of standardising the following consumables across the network: 1. trachcare 2. nasogastric tubes .	Each unit is reviewed for their use of trachcare and the type and make of nasogastric tube	Robin McMahon	Jun-09		
	To identify author to write a network suction guideline identifying the preferred consumable to be used across the network following which, audits could be undertaken to measure compliance.	A network suction guideline is written identifying the preferred consumable to be used across the network		Jun-09		
Objectives 1 & 2	To identify author to write a network naso gastric tube feeding guideline identifying the preferred consumable to be used across the network following which, audits could be undertaken to measure compliance.	A network nasogastric tube feeding guideline is written identifying the preferred consumable to be used across the network		Dec-09		
Objective 5: To review and update the network standards relating to equipment						
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review 2010	March
Objectives 2 & 3	Review the existing network standards relating to equipment and update these in line with any recent recognised equipment standards	Network equipment standards are amended with recent references	Babu Kumararatne	Dec-09		

Workforce Development Group Final Objectives					
Objective 1: To develop & monitor a standardised approach to recruitment and retention into neonatal units					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 3	Complete an evaluation of the 3rd Foundation programme	Evaluation report presented to network	Gina Hartwell	Dec-09	
Objective 3	Develop a proposal for a sustainable funded annual foundation programme in the network and present to work force group	Proposal presented and agreed at workforce group	Ruth Moore	Sep-09	
Objective 1	To further develop a standardised learning programme for neonatal clinical support workers in the network	Network wide learning programme available for neonatal clinical support workers	Dawn Homer / Chris Thomas	Sep-09	
Objective 2: To develop a sustainable network workforce					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 1	Actively participate in the West Midlands neonatal workforce planning group to develop an appropriate workforce plan including a review of the demand and supply of specialist neonatal nurse training programmes	SSBCNN represented at each WM neonatal workforce meetings	Ruth Moore	Mar-10	
Objectives 1 & 2	Review each units compliance against EWTD 2009 and national Principles for quality neonatal care services due to be published in 2009 and develop proposals to address identified gaps across the network	Proposals presented to sub group, network board and commissioners to address identified gaps	Dr Halahakoon/ Robin McMahan	Dec-09	
Objective 3: To develop and deliver a network training programme to meet agreed network training needs					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 1	Plan and hold a network study day on requesting post mortems	Evaluation report from the study day circulated to the workforce group	Gina Hartwell	Dec-09	
Objective 1	Work with HR departments across the network to develop and agree an efficient process to enable staff rotation between neonatal units for training and update	An approved HR process is in place to enable staff rotation between neonatal units	Dawn Homer/ Doreen Humphries	Dec-09	
Objective 1	Plan and hold other network study days as need identified	Evaluation reports from study days circulated to the workforce group	Practice educators	Mar-10	

Research, Development & Audit Group Final Objectives

Objective 1: To promote neonatal (perinatal) research across the Network

Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 2	Develop further network-owned research project	Outline of a collaborative network-based research project presented to the R, D, & A Group	Sanjeev Deshpande	Mar-10	
		Ethics committee approval obtained for the proposed research project		Jun-10	
		Funding secured for the research project		Sep-10	
	Encourage all units to participate in multicentric neonatal research studies e.g. BOOST II UK	Units in the network participate in multicentric neonatal research studies	Sanjeev Deshpande	On going	

Objective 2: To develop collaborative perinatal audit projects across the Network

Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 2	Undertake a cross network audit project to evaluate the 'Assessment & Management of Pain in Non Ventilated Neonates'	Audit completed and results fed back to the network and individual units	Dr Alison Moore	Feb-10	
	Analyse the results of the 'Nursing Time Spent Audit' and write a report for the network and units	Results analysed and report fed back to network and individual units	Dr Tilly Pillay/ Denise Kirby	Oct-09	
	Undertake joint audit projects in collaboration with the obstetric services	Topics for collaborative audits agreed Audit proposals presented to RD&A group	Dr Sanjeev Deshpande / Tracey Vanner	Dec-09 Dec-09	

Objective 3: To develop a network research, development and audit strategy

Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 3	Discuss and agree the components of a network research and audit strategy in the research development and audit group including; The RD&A group having a role to look at national & international research and make recommendations for which studies the network units should participate in Developing a niche area of research / audit for the network to become experts and gain a national reputation in	An agreed Network R,D & A Strategy is written and presented to the network	Dr Sanjeev Deshpande / Dr Alison Moore	Dec-09	
				Mar-10	

Long Term Follow Up Group Final Objectives					
Objective 1: Collate 2 year follow up results across the Network					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objectives 1 & 2	Anonymised 2 year follow up assessment results sent from each centre to the network office	All results received in the network office	6 Centre Leads	Jun-09	
	Collate anonymised 2 year follow up assessment results in an annual network data base	Network results entered in the database	Sarah Blackburn/Carnwell	Sep-09	
	Analyse annual network results and write a network report	Publication of results in annual report	Chrisantha Halahakoon	Mar-10	
Objective 2: Clinical governance and quality control in undertaking the Bayley Assessments across the Network					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 1:	Arrange further training for network staff observing and learning from Betty Hutcheon undertaking Bayley Assessments	Evaluation of further training reported to the group	Gina Hartwell	Oct-09	
Objectives 1 & 2	Develop a programme of peer observation and reflection to share learning across the network in undertaking Bayley Assessments	A programme of peer observation is available and communicated in the network	Chrisantha Halahakoon	Mar-10	
Objective 3	Develop a plan to obtain user feedback on the network 2 year Bayley assessments	A proforma to collect user feedback in the network is developed	Chrisantha Halahakoon	Mar-10	
Objective 3: To further develop the data available on the long term outcomes following preterm delivery in the network					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objectives 2 & 3	Develop a business case which identifies the resources required to collect 5 year follow up data	A 5 year follow up business case is presented to the newborn network	Network Manager	Mar-11	

Breastfeeding Group Final Objectives

Objective 1: To measure the effectiveness of breastfeeding support in NNU's across the network					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 2:	Develop a network action plan to address the findings from the study	Action plan presented to RD&A group and network board	Liz Jones	Jun-09	
Objective 2:	Develop a proforma to audit breastfeeding rates in NNU's across the network	Results of breastfeeding rates audit presented to RD&A group and network board	Liz Jones	Dec-09	
Objective 2: To promote, share and support ideas, best practice and innovations in breastfeeding across the network					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 1:	Identify common gaps across the network through the benchmarking process to develop a network action plan as appropriate	Common network areas identified from the benchmarking process and an action plan developed by the breastfeeding group	Liz Jones	Sep-09	

Resuscitation Group Draft Objectives					
Objective 1: To increase the opportunities for all neonatal and maternity staff to access NLS resuscitation training within the network					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 1	Work with the resuscitation officers in trusts to agree a standard price for NLS course places for all network staff	A standard charge is made at each NLS centre in the network for all network staff	Dave Roden	Mar-10	
Objective 2: To improve and standardise resuscitation documentation					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 2:	Develop and agree a network proposal to audit resuscitation documentation	Audit proposal agreed	Maggie Doodson	Mar-10	
	Undertake audit of resuscitation documentation in the network	Audit completed and findings presented to resuscitation group			
	Develop an action plan to address the issues identified from the network audit	Action plan agreed			
Objective 3: Standardise resuscitation equipment					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 2:	Recommend changes required in equipment in order to deliver blended gases during resuscitation across the network	Action plan agreed to implement equipment procurement and training	Dave Roden	Dec-09	

Neonatal Transfer Service Draft Objectives

Objective 1: To meet Continuing Professional Development requirements in neonatal transport					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 1	Work with neonatal units and trust's to develop a programme for neonatal nurses to have placements in NTS to increase / update their knowledge of the neonatal transport service	A programme of neonatal nurse placements in the NTS is recorded in the NTS annual report			
Objective 1	Develop a WM neonatal transport course	WM neonatal transport course programme agreed			
Objective 1	Work with WM Deanery in order to ensure the recognition of neonatal transport in SpR training programme	Neonatal Transport is clearly identified in SpR training programme			
Objective 2: Promote the activities and share the experiences of the NTS with others					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 3	NTS staff to write articles regarding the service for publication	Articles published in appropriate journals			
Objective 3	NTS staff to submit abstracts for presentations (posters and verbal) at regional, national and international events	Poster and verbal presentations by NTS staff recorded in regional, national and international event programmes			
Objective 3: To deliver a safe transport service which meets the needs of neonatal services in the West Midlands					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 2	Recruit into the vacancies in the NTS	Vacancies filled	J Harrison	Sep-09	
	NTS aim to meet >90% of transfer requests.	NTS report >90% transfer requests met			
	NTS to monitor quarterly activity and report back to network boards	NTS activity reports minuted in network board meetings			
	Relevant neonatal transport Guidelines written and agreed	Ratified Transport Guidelines published on networks web sites and circulated to all units			
	Transport Guidelines ratified by host organisation and circulated for information to newborn networks and neonatal units				
Objective 4: To ensure the NTS is appropriately resourced for all neonatal transport activity					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 3	Identify the Surgical/Cardiac transfer demand	Business case presented which reflects the surgical/cardiac transfer demand	J Harrison	Oct-09	
	Develop a business case to increase the NTS to meet the identified demand				

Helping Hands Group Final Objectives 2009/10

Objective 1: To further develop the Helping Hands Group at UHNS to meet parent/carers support needs

Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 3	Complete an evaluation following the first 6 months of the group including; Obtain parent/carers feedback on the group format, timing, venue and usefulness Obtain staff feedback on the group format, timing, venue and impact on their work load Review attendance at the Helping Hands Group including, Numbers of parents/carers & babies and demographics	An evaluation report is presented to the prem baby support group planning team	Julie Ebrey	Sep-09	
Objective 3	Develop and agree an action plan to address any developments identified through the evaluation to improve the Helping Hands group	Action plan discussed and agreed at a prem baby support group planning team meeting	Ruth Moore	Dec-09	

Objective 2: To influence the development of similar support groups across the newborn network

Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 3	Present the evaluation from the first 6 months of Helping Hands Group at UHNS to the network board with recommendations for the roll out of similar groups in the network	Evaluation report and recommendations presented at a network board meeting	Julie Ebrey	Oct-09	

Data Set Group Final Objectives 2009/10					
Objective 1: To standardise the neonatal data systems across the network					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objectives 2 & 3	Arrange network meeting with Peter Badger with representation from clinicians, managers & IT from each Trust to answer final queries regarding changing to Badgernet neonatal data system	Minutes from meeting circulated in the network	Sarah Blackburn	Jun-09	
	Finalise the list of data requirements for the units/network to discuss with Peter Badger	List of requirements discussed at the meeting and noted in the minutes		May-09	
	Work with Trusts to facilitate the change to the Badgernet neonatal data system	Trusts change over to Badgernet system	Andy Spencer	Sep-09	
Objective 2: To develop a robust process for collecting high quality data					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 3	Complete a project to identify a robust process for collecting high quality data	Project report presented to data set and board meetings	Andy Spencer	Oct-09	
	Present report to data set group and network board		Andy Spencer		
	Use findings from project to develop appropriate business cases to implement robust process for collecting high quality data in each neonatal unit	Report findings circulated to each Trust	Ruth Moore	Dec-09	
	Develop a tool to evaluate the effectiveness of the process implemented	Tool developed and agreed by the data set group	Andy Spencer	Mar-10	
Objective 3: To ensure neonatal units in the network comply with national neonatal data requirements and standards					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objectives 2 & 3	Work with Trusts to ensure neonatal data submitted to National Neonatal Audit Project Develop a process for neonatal units to verify CEMACH neonatal mortality data is accurate and communicated to the network	SSBCNN neonatal units data included in NNAP annual report Network is able to verify network neonatal mortality data is accurate in CEMACH network annual report	Ruth Moore	Mar-10	

Maternity Network Draft Objectives 2009/10

Objective 1: To publish a book of obstetric guidelines					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 2	Work with the Bedside Clinical Guidelines partnership to write and publish a book of network obstetric guidelines	A book of network obstetric guidelines is published and circulated	R Indusekhar	Jun-09	
Objective 2: To develop a network workforce strategy					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 1	Draft and circulate a network workforce discussion document	Network workforce document circulated	Simon Jenkinson Lead Obstetrician	Jun-09	
Objective 1	Organise a network workforce meeting to discuss the draft network workforce discussion document and agree a network action plan to develop an agreed network workforce strategy	Meeting held and action plan formulated		Sep-09	
Objective 3: To develop and share good practice in maternity services					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 2	Organise and hold three network perinatal education events each year	3 perinatal education events are held	Adam Gornall Sanjeev Deshpande	Mar-10	
Objective 2	All maternity services in the network participate in the annual interdistrict audit	Interdistrict audit includes all the maternity services in the network	Maternity Network Coordinator	Mar-10	
Objective 4: To obtain robust data on the clinical outcomes and service user experiences of IUT					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objectives 1 & 2	Collect information about IUTs received in all the network maternity units for 3 - 6 months using a standardised network form	A report of the IUT audit is presented to the maternity network	Tracy Vanner	Oct-09	
Objective 3:	Complete and report on the findings of the network research into user experiences of IUT	A report of the research findings is presented to the maternity network	Geraldine Masson	Oct-09	
Objective 5: To facilitate service user input in the maternity network developments					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 3	Collaborate with local MSLCs and other service user organisations e.g. NCT in the area to develop a network plan to ensure service user input in the maternity network	A network plan for user engagement is agreed	Maternity Network coordinator	Mar-10	
Objective 6: To Collect standardised obstetric data from all Maternity Services across the SSBC Network					
Reference SSBCNN Objective No.	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2010
Objective 2	Explore with all units the benefits and value of sharing common obstetric data and agree a plan to achieve this	Agreed network vision for the need and use of a common obstetric data set	Simon Jenkinson Lead Obstetrician	Oct-09	
Objective 2	Review the remit of the WM maternity data project being led by the perinatal Institute and work with the Perinatal Institute to avoid duplication of effort			Oct-09	

Finance

- **Resource Availability 2009/10**

- **Recurrent Funding for Neonatal Services 2009/10 within Acute Trust Contracts**

Total in Acute Trust Contracts for 09/10 **£17,437,695**

Recurrent Funding Not Within Acute Trusts 2009/10

	£
Wolverhampton City PCT Network Infrastructure	273,360
Added in 2009/10 2.5 NIC Cots @ £250k per cot + inflation	255,500
Total	528,860

- **Non Recurrent Funding**

Deferred income from WMSCT SSBCNN 2008/09 allocation to be spent on agreed network priorities in 2009/10

Total in Network Budgets at Wolverhampton City PCT **£134,000**

- **Expenditure Plan 2009/10**

- **Recurrent Funding**

Recurrent Funding Committed to date with Acute Trusts	
Royal Wolverhampton Hospitals	5,088,122
University Hospital of North Staffordshire	4,032,736
Shrewsbury & Telford Hospitals	2,881,828
Dudley Group of Hospitals	2,263,315
Walsall Hospitals	2,138,205
Mid Staffordshire Hospitals	1,033,489
Total recurrent funding committed to date	
Recurrent Funding Not Within Acute Trusts 2009/10	528,860
Wolverhampton City PCT Network Infrastructure	273,360
Remaining recurrent funding	255,500*

➤ **Non Recurrent Funding**

Commitments on non recurrent funding carried forward as deferred income from WMSCT SSBCNN 2008/09 allocation to be spent on agreed network priorities below in 2009/10:		£
Network Bids	Neonatal Foundation Programme (4 X $\frac{1}{52}$ Salary & Expenses) Equipment Cerebral Function Monitors, Data Project, NEC Study,	65,078
Training Programme	See network training programme page 22	17,000
Maternity Network	Coordinator, Administrator salaries, non pay till 31 Mar 2010, IUT Study	51,922
Total Commitments		134,000

* NB.

The WMSCT took in recurrent funding of £625k + inflation for neonatal services in 2009/10 (50% of £1.25m) which has been split between the three newborn networks on a 2:2:1 ratio (SSBCNN, SWMNN, CNN). There will be a further £625k (+ inflation) recurrent funding available to the networks in 2010/11 split on the same basis. The SSBCNN has agreed a process to decide the priorities for allocating additional recurrent funding within the network with a view to make recommendations to the network board this year for the allocation of all the additional recurrent funding from April 2010 therefore allowing the additional funding of £255,500 to be used non recurrently in 2009/10. The SSBCNN agreed to recommend to the specialised commissioners that this should be used to implement the network telemedicine proposal, previously identified as the highest priority in the network, through the purchase of the necessary equipment for each Trust on condition that each Trust commits to the maintenance costs of the system.

There may be some non recurrent funding available in the network against which each network group will be invited to bid. The forecast under spend will be updated throughout the year. A network meeting will be planned in early November in order to decide which bids should be supported.

Staffordshire, Shropshire and Black Country Newborn Network Training and Development Proposal 2009/10

Title	Number of Places	Dates	Venue	Organisation	Cost per place	Total Cost
NLS (Newborn Life Support) Courses	20 Places	Various 2009/10	Various in West Midlands	Various West Midlands UK Resuscitation Council	£150	£3,000
GIC (Generic Instructors Course)	1 Place	TBC	TBC	UK Resuscitation Council	£550 approx.	£550
REASON Conference	12 Places	28-30 June	Warwick University	CSF Events	Nurses £275	£3,300
Neonatal Nurses Association Annual Conference	12 Places	TBC	TBC	Neonatal Nurses Association	£200	£2,400
Quad Network Study Day	12 Places	? Jan 2010 TBC	TBC in SSBCNN	Midlands Newborn Networks	£50 TBC	£600 TBC
Bereavement Study Days	2 Study Days 20 places per day	1 July 2009 2 nd TBC	Wolverhampton Medical Institute	Child Bereavement Trust	£2,000	£2,000
Bayley Assessment training	2 Places	14 & 15 Sept 2009	UHNS	UHNS CDC	£150 TBC	£300 TBC
Other Neonatal Conferences/Events	Up to 2 places per unit	TBC	TBC	TBC	£200	£2,850
Network Chairing/ Facilitating Day	20 Places	TBC	TBC	TBC	£100 TBC	£2,000 TBC
Transport Study Day		TBC	TBC	NTS	TBC	Nil to Network TBC
Cardiac Study Day		3 July 2009	Dudley	DGOH	Doctors £50 Others £30	Nil to Network
Developmental care SIG Training		29 April 2009	RWH	Network	Nil	Nil to Network
Respiratory Support Study Day	20 Places	14 Oct 2009	RSH	Network	£10 Self	Nil to Network TBC
Quad Network Research Study Day		Nov 2009 TBC	TBC in SSBCNN	Network	TBC	Nil to Network TBC
Child Protection Study Day		TBC	TBC	Network	£10 Self	Nil to Network TBC
Post Mortem Study Day		TBC	TBC	Network	£10 Self	Nil to Network TBC
Breastfeeding Study Day		TBC	TBC	Network	£10 Self	Nil to Network TBC
					Total	£17,000

Allocation and monitoring of the up take of the training places will be coordinated by the network educators in conjunction with the managers and education links in each unit.

Network Study Days - A charge of £10 per person will be made to encourage attendance and to cover costs such as speakers' expenses and refreshments.

Presentations will be emailed to delegates who request them by leaving their email addresses on the Study day registration form.

Additional network study days may be added in the latter half of the year following the return of both Practice educators from maternity leave.