

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

# **BUSINESS PLAN**

**June 2010**

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## Introduction

### Purpose

The aim of the business plan is to reflect the 8 principles within the Toolkit for High-Quality Neonatal Services<sup>1</sup>, the NICE Quality Standards- 'Specialist Neonatal Care'<sup>2</sup>; whilst embracing the work streams achieved since the inception of the Network, celebrated at the Network Jamboree in February 2010 and the ensuing Network priorities identified and agreed by stakeholders at the event. The key focus has been placed upon meeting both the Quality Innovation Productivity Prevention (QUIPP)<sup>3</sup> and agreed Commissioning QUality INitiatives (CQUIN)<sup>4</sup> 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 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; Workforce Development, Guidelines, Research, Development & Audit, Long Term Follow Up, Breastfeeding, Parent Representative Group (PR) & 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.

During 2009 both the Resuscitation and Equipment sub groups completed their key objectives. The members of those groups will meet twice during 2010/11 or on an 'add hoc basis when required. The Research Development and Audit (RDA) sub group will continue with identified key objectives to meet QUIPP initiatives.

The Staffordshire, Shropshire & Black Country Newborn Network supports a Maternity Network within its infrastructure. The configuration of which is 1PA of Consultant Obstetrician and 15 hours administration support. 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 on the review of progress against the 2009/10 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 2009/10 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](http://www.newbornnetworks.org.uk/staffs).

## Network Objectives 2010 – 2013

- 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

1. Department of Health (2009) Toolkit for High-Quality Neonatal Services

2. 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>

3. Department of Health (2009) I

the Next Stage Review visions: the quality and productivity challenge Available to download:

[http://www.dh.gov.uk/en/Publicationsandstatistics/Lettersandcirculars/Dearcolleagueletters/DH\\_104239](http://www.dh.gov.uk/en/Publicationsandstatistics/Lettersandcirculars/Dearcolleagueletters/DH_104239)

4. 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](http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_09144)

<b>Objective 1 High Quality data and information to support high quality care</b>							
	<b>Reference</b>	<b>Intention</b>	<b>Work programme</b>	<b>Audit Indicators</b>	<b>Lead Responsible</b>	<b>Review Date</b>	<b>Progress Review March 2011</b>
1.1	Toolkit Principles 1, 7,8 Jamboree 3.2	To have in place arrangements for monitoring and reporting activity within each unit in the network and investigating failures of network operation.	Obtain individual Trust's permission to access neonatal unit data required for network monitoring direct from the badger system	Quarterly network reports at board meetings	Ruth Moore	Sep-10	
1.2	Toolkit Principle 8 Jamboree 3.1	The network has confidence in the accuracy of the neonatal mortality data contained in the CMACE Annual Perinatal Mortality Reports	R,D & A/QUIPP group to work with maternity network to develop a network process to monitor all neonatal deaths	SSBCNN data accurately reported in the annual CMACE report	Andy Spencer	Dec-10	
1.3	NICE Specialist Neonatal care standards Toolkit Principle 7.1	To update network standards assessment tool in line with NICE Quality Standards Specialist Neonatal Care and the Toolkit for High Quality Neonatal Services	Draft changes required to standards assessment tool Circulate to all stakeholders for amendments and comments. Gain approval at network board of final version	Quarterly network reports of revised standards tool at network board meetings	Ruth Moore	Dec-10	
1.4	Toolkit Principle 7.13	To have in place a process to review and share learning outcomes from individual unit incidents	R,D&A /QUIPP group to develop and implement a network process to capture, share and effect change to reduce risks	Unit incidents reviewed and minuted in R,D&A/QUIPP group minutes	Andy Spencer	Mar-11	

<b>Objective 2. Best care for babies and families</b>							
	<b>Reference</b>	<b>Intention</b>	<b>Work programme</b>	<b>Audit Indicators</b>	<b>Lead Responsible</b>	<b>Review Date</b>	<b>Progress Review March 2011</b>
2.1	NICE Specialist Neonatal care standards 1 Toolkit Principle 3 Jamboree 3.3  RCOG Standard 27	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.	Work with neonatal and maternity colleagues in each trust to write and agree appropriate care pathways	Agreed care pathways developed between trusts and presented to the network board Helping Hands Parent Support groups are available in Black Country and Shropshire	Elizabeth Bromley Clinical effectiveness lead  Simon Jenkinson/ Lead Obstetrician Andy Spencer Lead Clinician	Dec-10	
		To have defined clinical pathways for women whose babies will need neonatal intensive or high dependency care	Hold a stakeholder event 27th September to finalise agreed pathways			Dec-10	
			Ensure agreed clinical pathways for women and babies within the newborn network are communicated with all neonatal and obstetric colleagues			Dec-10	
2.2	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	Chris Thomas / Parent Reps	Dec-10	
2.3	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 any 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 / Chris Thomas	Mar-11	

<b>Objective 2. Best care for babies and families</b>							
	<b>Reference</b>	<b>Intention</b>	<b>Work programme</b>	<b>Audit Indicators</b>	<b>Lead Responsible</b>	<b>Review Date</b>	<b>Progress Review March 2011</b>
2.4	Toolkit Appendix A p33 NICE Specialist Neonatal care standard 2	To actively participate in the development and implementation of designation of neonatal services in the network To ensure that all stakeholders understand the designation process and outcomes for neonatal services	Represent SSBCNN at WMSCT led designation meetings Provide updates to the network board on the designation process Work with commissioners to undertake the designation of services in the network Support units during the designation process and any subsequent changes to service provision	Outcome of designation of neonatal services minuted in network board minutes	Ruth Moore/ Chris Thomas	Dec-10	
2.5	Toolkit Principle 7.4	To ensure access to quality cooling services appropriate to network demand	Cooling - To work with Specialised Commissioners to ensure that babies requiring cooling stay within the Network and the service required is provided to a high standard	Babies accepted for cooling in an appropriately resourced centre in the network	Babu Kumararatne/ Julia Uffindel	Oct-10	
2.6	Toolkit Principle 6	To increase awareness of the surgical pathways and services in the West Midlands	Surgery – to work closely with the West Midlands surgical project to access appropriate surgical services and expertise available in BCH/BWH, reducing the number of inappropriate transfers out for surgery	Reduction in inappropriate transfers for surgery	Elizabeth Bromley Clinical effectiveness lead	Oct-10	

<b>Objective 2. Best care for babies and families</b>							
	<b>Reference</b>	<b>Intention</b>	<b>Work programme</b>	<b>Audit Indicators</b>	<b>Lead Responsible</b>	<b>Review Date</b>	<b>Progress Review March 2011</b>
2.7	Toolkit Principle 4.5	There is a single point of telephone contact for clinical advice, cot/maternal bed availability and the transfer service can be accessed and activated at all times	Work with WM cot location, newborn transfer service, SWMNN and commissioners to develop and agree how to implement the necessary infrastructure for this	Action plan minuted in network board minutes	Jackie Harrison, Alyson Skinner		
2.8	Toolkit Appendix A p28 RCOG Standard 27 on p89 Toolkit	Scope the options to integrate the current maternity and newborn networks into a perinatal network	Engage with the SHA leads for the development of a WM perinatal network Work with maternity network and develop an action plan for the option appraisal	Option appraisal presented to network board	Chris Thomas	Sep-10	



<b>Objective 3: The network is fit for purpose and able to demonstrate added value</b>							
	<b>Reference</b>	<b>Intention</b>	<b>Work programme</b>	<b>Audit Indicators</b>	<b>Lead Responsible</b>	<b>Review Date</b>	<b>Progress Review March 2011</b>
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	Continually review parent experiences of the neonatal units through the national parent experience survey	Network engagement in National Patient Survey	Chris Thomas / Sarah Carnwell Network Administrator	Jan-11	
			Review the findings of the National Parent Survey at RD+A group and feedback key messages to the Network Board	Minuted in the RD+A minutes.	RD+A Chair	Mar-11	
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	Quarterly	
3.3	Toolkit Principle 8	To produce Network reports to the Board using data from each unit captured from Badger. Net System	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-10	
3.4	NICE Specialist Neonatal Care Standard 2 Neonatal Toolkit	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	Action plans agreed at network board	Ruth Moore Network Manager	Dec-10	
			To benchmark the network against the principles within the toolkit and devise and agree a network action plan to address areas requiring development	Benchmark presented to network board Action plan agreed at Network Board	Chris Thomas	Jun-10	

<b>Objective 3: The network is fit for purpose and able to demonstrate added value</b>							
	<b>Reference</b>	<b>Intention</b>	<b>Work programme</b>	<b>Audit Indicators</b>	<b>Lead Responsible</b>	<b>Review Date</b>	<b>Progress Review March 2011</b>
3.5	Toolkit Principle 1	To repeat the staff survey of perceptions about the network	All units to participate in staff survey	Report of the findings presented at network board + detailed within annual report	Chris Thomas / Sarah Carnwell Network Administrator	Dec-10	
3.6	World Class Commissioning Neonatal Toolkit pg 18 +19	To strengthen the network's involvement in the commissioning process	Work with specialised commissioners to develop and agree appropriate future CQUINNS for neonatal services Develop stronger working relationships with local commissioners by attending the local collaborative commissioning boards to give updates on SSBCNN activities	Action plans agreed at network board  Minutes from LCCBs reflect network attendance	Ruth Moore Network Manager	Dec-10	

## Finance

### Resource Availability 2010/11

#### Recurrent

The SSBC Newborn Network infrastructure is funded recurrently by the west Midlands Specialised Commissioning Team (WMSCT). The in year total funding in 2010/11 to support pay and non pay is £273,360 which has remained at the 2009/10 level.

#### Non Recurrent

In addition the newborn network manages the non recurrent funding for the SSBC Maternity Network. In the first year, a Project Manager post was funded, through the West Midlands SHA, by additional non-recurrent money from CSIP. Thereafter, successful bids were made to the newborn network for non-recurrent slippage money. This money was available due to the part-year effect of additional investment and this has not been available in 2010/11. The newborn network values the success, achievements to date and continuing partnership with the maternity network; however it has been unsuccessful in securing independent funding to support the maternity network beyond 2010/11. To facilitate the work of the maternity network in 2010/11 under spend in the 2009/10 maternity network budget due to 5/12 Project Manager Vacancy has provided the funding for a part time support secretary. Further work is required in 2010/11 to identify how the maternity network can be supported going forward in 2011/12.

Under spend in the non recurrent training and network bids budgets in 2009/10 has been carried forward to form a non recurrent training budget

The tables below demonstrate the expenditure plan form 2010/11 which has been simplified to ensure the network remains within financial balance by year end March 2011.

### Expenditure Plan 2010/11

#### Network Infrastructure Recurrent Budget

<b>PAY</b>	252,074
<b>Non Pay</b>	21,286
<b>Total</b>	273,360

#### Maternity Network Non Recurrent Budget

<b>PAY</b>	6,473
<b>Non Pay</b>	6,500
<b>Total</b>	12,973

#### Network Training Budget

<b>Total</b>	29,841
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**Staffordshire, Shropshire & Black Country Newborn Network DRAFT Education and Training Programme 2010/11**

<b>Title</b>	<b>Number of Places</b>	<b>Dates</b>	<b>Venue</b>	<b>Organisation</b>	<b>Cost per place</b>	<b>Total Cost</b>
NLS (Newborn Life Support) Courses	20 Places	Various Apr10-Mar11	Various in West Midlands	Various West Midlands UK Resuscitation Council	<b>£150</b>	<b>£3,000</b>
Network Chairing/ Facilitating Day	20 Places	TBC	TBC	TBC	£100 TBC	<b>£2,000 TBC</b>
Quad Network Conference	15 Places	TBC	TBC in CNN	CNN	£60 TBC	<b>£900 TBC</b>
Transport Study Day		TBC	TBC	NTS	TBC	<b>Nil to Network</b>
Developmental care Study Day		Sep/Oct 10	RWH	Network	£10 self	<b>Nil to Network</b>
Surgical skills Study Day	30 Places	21 April 10	RWH	Network	£10 Self	<b>Nil to Network</b>
Ventilation Study day	30 Places	22 June 10	RWH	Network & SLE	£10 self	<b>Nil to Network</b>
Long Term Follow Up Training Workshop	12 Places	TBC	In Network TBC	Betty Hutcheon TBC	£100 TBC	<b>£1,200 TBC</b>
Other Neonatal Conferences/Events	12 Places	TBC	Various	Various	£250	<b>£3,000</b>
Care Pathways workshop Facilitator	TBC	27 Sept 10	TBC	TTI Development	-	<b>£1,000 TBC</b>
Perinatal Education Event X 2	TBC	Oct 10 &TBC	TBC	Maternity Network	-	<b>£500 TBC</b>
Child Protection Study Day		TBC	TBC	Network	£10 Self	<b>Nil to Network</b>
Post Mortem Study Day		TBC	TBC	Network	£10 Self	<b>Nil to Network</b>
Breastfeeding Study Day		TBC	TBC	Network	£10 Self	<b>Nil to Network</b>
Foundation Programme Study Days (X15)		TBC	TBC	Network	£0	<b>Nil to Network</b>
Cooling Study Day		TBC	TBC	Network	£10 Self	<b>Nil to Network</b>
					<b>Total</b>	<b>£11,600</b>

Allocation and monitoring of the up take of the training places will be coordinated by the network educators in conjunction with managers and education links in each unit. A charge of £10 per person will be made for all network organised study days to ensure attendance and to cover any costs such as speakers' expenses & refreshments.

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

Reference SSBCNN Objective	Workforce Development Group Draft Objectives 2010/11			
SSBCNN 1+2	<b>Objective 1: To develop &amp; monitor a standardised approach to recruitment and retention into neonatal units</b>			
	Work Programme	Measurement Used	Lead	Review Date
	Continue to support the Foundation Programme, by releasing staff from each unit.	Managers to identify learners to practice educator	Lynsey Clarke	Dec-10
	To implement network agreed competency framework for HCSW training, in line with neonatal toolkit staffing models.	Workforce staffing models 80/20split in trained staff.	Chris Thomas	March-11
	<b>Objective 2: To develop a sustainable network workforce</b>			
	Work Programme	Measurement Used	Lead	Review Date
	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	West Midlands Stakeholder event attended by representatives from across the network	Ruth Moore	Dec-10
	Review each unit's compliance against EWTD 2009 and national neonatal staffing standards as per toolkit. Identify gaps across the network	Toolkit Gap Analysis	Chris Thomas	Dec-10
	<b>Objective 3: To develop and deliver a network training programme to meet agreed network training needs</b>			
	Work Programme	Measurement Used	Lead	Review Date
	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 opportunities	Staff appraisals	Dawn Homer/ Doreen Humphries	Dec-10
	Plan and hold network study days as need identified	Evaluation reports from study days circulated to the workforce group	Practice educators	Mar-11

Reference SSBCNN Objective	<b>Maternity Network Draft Objectives 2010/11</b>			
	<b>Overall Aim: To Create a 5 Year Plan for Quality, Safety &amp; Sustainability</b>			
SSBCNN 3	<b>Objective 1: To Publish a book of network obstetric guidelines</b>			
	<b>Work Programme</b>	<b>Measurement Used</b>	<b>Lead</b>	<b>Review Date</b>
	Continue to work with the Bedside Clinical Guidelines partnership to progress forward with publishing the agreed / ratified obstetric guidelines	A book of network obstetric guidelines is published and circulated	R Indusekhar	Oct -10
	<b>Objective 2: To explore the potential for introducing maternity badger net</b>			
	<b>Work Programme</b>	<b>Measurement Used</b>	<b>Lead</b>	<b>Review Date</b>
	Organise demonstration of maternity badger for all obstetric units within network	Communication with heads of Midwifery + Lead Obstetricians Invite Peter Badger to Stakeholder event	Simon Jenkinson Lead Obstetrician	Oct-10
	<b>Objective 3: To develop and share good practice in maternity services</b>			
	<b>Work Programme</b>	<b>Measurement Used</b>	<b>Lead</b>	<b>Review Date</b>
	Organise and hold two network perinatal education events each year	Stakeholder Involvement + feedback	Adam Gornall	March 2011
	<b>Objective 4: To obtain robust data on the clinical outcomes and service user experiences of IUT</b>			
	<b>Work Programme</b>	<b>Measurement Used</b>	<b>Lead</b>	<b>Review Date</b>
	Collect information about IUTs received in all the network maternity units for 3 - 6 months using a standardised network form		Tracy Vanner	Dec-10
	Complete and report on the findings of the network research into user experiences of IUT		Geraldine Masson	Dec-10

Reference SSBCNN Objective No.	Parent representatives Objectives 2010/2011 2010/2011				
SSBCNN 2	Objective 1: To further develop the Helping Hands Group throughout the Network to meet parent/carers support needs				
	Work Programme	Measurement Used	Lead	Review Date	Progress Review
NICE Specialist Neonatal care standards 1 Toolkit Principle 3 Jamboree 3.3	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	Dec-10	
	To ensure that there is access to information on Helping Hands through the internet that is accessible by all parents across the network	Create a specially designed and updated website	J Ebrey	Dec-10	
	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 Lead Nurse in each Unit	Dec-10	
	Set up of Helping Hands parent support groups across the Network	Newly developed support groups in Black Country & Shropshire	Parent representatives / Network Manager/ Lead Nurse	Dec-10	
	Provide an advisory role to discharge planning teams in the network	Parent representatives are working with neonatal unit discharge planning teams for advice	Parent representatives/ Network Manager/ Lead Nurse	Mar-11	

Reference SSBCNN Objective	Guidelines Group Draft Objectives 20010/11			
SSBCNN 2	<b>Objective 1: To develop parent information to support network guidelines</b>			
	<b>Work Programme</b>	<b>Measurement Used</b>	<b>Lead</b>	<b>Review Date</b>
	Circulate the list of existing parent information leaflets within the neonatal units in the network to guideline group to identify and prioritise a list of topics for standard network parent information leaflets to be developed and agreed	A prioritised list of topics for standardised network parent information leaflets is agreed by the network guideline group	R Moore	Dec-10
	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	R Moore	Mar-11
	<b>Objective 2: To receive feedback on the format and usefulness of the Network Neonatal Clinical Guidelines published in 2009.</b>			
	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 by guidelines group	Sarah Carnwell	Dec-10
	<b>Objective 3: To publish a fourth edition of the neonatal guidelines in 2011</b>			
	<b>Work Programme</b>	<b>Measurement Used</b>	<b>Lead</b>	<b>Review Date</b>
	Commence the review and update of the 3 <sup>rd</sup> edition of the neonatal guidelines, allocating current guidelines to authors and identify the topics for any new guidelines that are required	Current guidelines are allocated to authors for review and updating Topics for new guidelines are agreed and authors identified	Kate Palmer	March-11



Reference SSBCNN Objective	Research, Development & Audit group (QUIPP) Draft Objectives 2010/11			
SSBCNN 1+3	<b>Objective 1: To promote neonatal (perinatal) research across the network</b>			
	Work Programme	Measurement Used	Lead	Review Date
High quality data and information to support high quality care	Encourage all units to participate in multicentric neonatal research studies	Units in the network participate in multicentric neonatal research studies and feed back findings to Network Board	Dr Sanjeev Deshpande	March -11
Toolkit Principle 7				
	<b>Objective 2: To develop collaborative perinatal audit projects across the network</b>			
	Work Programme	Measurement Used	Lead	Review Date
Best care for babies and families Toolkit Principle 7	All units within network share clinical incidents for learning outcomes to enhance standardised quality care provision	Quarterly reports from all units to be received by this sub group. Report to the Network Board	Network Manager	Dec-10
	Undertake joint audit projects in collaboration with the obstetric services	Topics for collaborative audits agreed		
		Audit proposals presented to RD&A (QUIPP) Group	Dr Sanjeev Deshpande Tracey Vanner	March-11
	<b>Objective 3: To develop network QUIPP strategy</b>			
	Work Programme	Measurement Used	Lead	Review Date
Toolkit Principle 7	Discuss and agree components of QUIPP related agenda to be received through this sub group	<b>Identify new work streams for 2011-12</b>	Dr Sanjeev Network Manager	Dec-10

Reference SSBCNN Objective	Long Term Follow Up Group Draft Objectives 2010/11			
SSBCNN 1+3	<b>Objective 1: Collate 2 year follow up results across the Network</b>			
	<b>Work Programme</b>	<b>Measurement Used</b>	<b>Lead</b>	<b>Review Date</b>
Toolkit Principle 8	For all units to enter data into the Badger.net system	Un its and network to access the badger .net web tool to collate reports.	Network Manager Un it Leads	March-11
	<b>Objective 2: Clinical governance and quality control in undertaking the Bayley Assessments across the Network</b>			
	<b>Work Programme</b>	<b>Measurement Used</b>	<b>Lead</b>	<b>Review Date</b>
3. Best care for babies and families	Arrange further training for network staff observing and learning from Betty Hutcheon undertaking Bayley Assessments	Evaluation of further training reported to the group	Dr Chrisantha Halahakoon	March-11
	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		
	Develop a plan to obtain user feedback on the network 2 year Bayley assessment	A proforma to collect user feedback in the network is developed		
	<b>Objective 3: To further develop the data available on the long term outcomes following preterm delivery in the network</b>			
	<b>Work Programme</b>	<b>Measurement Used</b>	<b>Lead</b>	<b>Review Date</b>
	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

Reference SSBCNN Objective	<b>Breastfeeding Group Final Objectives 2010/11</b>			
	<b>Objective 1:</b> To promote, share and support ideas, best practice and innovations in breastfeeding across the network			
	<b>Work Programme</b>	<b>Measurement Used</b>	<b>Lead</b>	<b>Review Date</b>
Toolkit Principle 5	Deliver preterm breastfeeding training across network via Study Days	Delegate evaluation	Gina Hartwell	Mar-11
Toolkit Principle 3	Regular group meetings to discuss local and Network feeding issues or difficulties that need addressing by additional training/consultation	Action plan to board as required	Gina Hartwell	Mar-11

Reference SSBCNN Objective	Neonatal Transfer Service Draft Objectives 2010/11			
	<b>Objective 1: To meet Continuing Professional Development requirements in neonatal transport</b>			
	Work Programme	Measurement Used	Lead	Review Date
SSBCNN Objective 2	Cooling service to be set up. To include guidelines, training of staff ,equipment procurement and protocols for the transfer of asphyxiated infants for cooling.	Equipment procurement and staff attendance at training day	J Harrison A Skinner	Dec2010
	<b>Objective 2: Promote the activities and share the experiences of the NTS with others</b>			
	Work Programme	Measurement Used	Lead	Review Date
SSBCNN Objective 1 Toolkit 7.8 + 7.12	Quarterly data to include risk assessment / Near Miss	Report to be generated to each unit and Network Board	J 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	J Harrison	On going
	<b>Objective 3: To deliver a safe transport service which meets the needs of neonatal services in the West Midlands</b>			
	Work Programme	Measurement Used	Lead	Review Date
SSBCNN Objective 2	Set up of cooling service within transport	Service delivery	J Harrison	Dec 2010
	To provide training in neonatal transport for Sprs in West Midlands	Service delivery	J Harrison A Skinner	Dec 2010
	<b>Objective 4: To ensure the NTS is appropriately resourced for all neonatal transport activity</b>			
	Work Programme	Measurement Used	Lead	Review Date
SSBCNN Objective 3 Toolkit 4.5	24 hour dedicated call handling centre Ensure an adequate number of appropriately trained personnel for NTS	Team to be put in place Monitor staffing levels	J Harrison	March 11

