

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

**BUSINESS PLAN**

**2013-14**

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**Network Objectives 2013 – 2016**

- 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 2013/14**

- Formalise arrangements as an operational delivery network in the new NHS architecture
- Develop the network standards assessment into a formal peer review process
- Develop a quarterly neonatal service quality performance monitoring board report
- Survey women and their families knowledge about how neonatal services are organised in SSBCNN and the use of the network information leaflets explaining this
- Finalise the network parent passport and roll out its implementation across the network
- Further develop the neonatal mortality review process in SSBCNN to include obstetric input and develop a process for in-depth confidential neonatal mortality reviews for specific focus groups
- Review the network capacity plan to account for variation in daily cot occupancy using methodology from the demand management workshop

**Purpose**

The aim of the business plan is to address the priorities of the network identified through the review of progress against the network's 2012/13 objectives<sup>1</sup>. The priorities of the network take into account the 8 principles within the Toolkit for High-Quality Neonatal Services<sup>2</sup>, the NICE Quality Standards- 'Specialist Neonatal Care'<sup>3</sup>. A key focus has been placed upon meeting the objectives of the neonatal operational delivery network as set out in the NHS Commissioning Board Service Specification for Neonatal Care Operational Delivery Networks<sup>4</sup>

The business plan consists of the overall network strategic objectives and work programme and the network's financial plan. The objectives and work programmes of each of the network sub groups reflect the network's overall objectives and are available on the network's website.

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.

**Organisational Structure**

Since 1 April 2013 the Staffordshire, Shropshire & Black Country Newborn & Maternity Network is hosted by the University Hospital of North Staffordshire NHS Trust. 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 Birmingham & Black Country Area Team, who host the West Midlands Specialised Commissioners, via the contractual relationship with the network's host organisation -University Hospital of North Staffordshire NHS Trust. 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 the work programme for the maternity network is available on the network's website.

### **Present Position**

The network continues to make progress in all identified priority areas as indicated in the review of progress against the 2012/13 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 2012/13 Network Business Plan and in previous years' business plans and annual reports which are available to download from the network's website. <http://www.networks.nhs.uk/nhs-networks/staffordshire-shropshire-and-black-country-newborn>

2013/14 is the first year of the new organisational structures in the NHS following the passing of the Health and Social Care Bill in March 2012. The network will work with the 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 following the NHS reforms. David Loughton, Chief executive, Royal Wolverhampton Hospitals NHS Trust commenced as chair of the network at the beginning of the financial year 2013/14.

1. Review of Progress 2012 -13 Business Plan, Staffordshire, Shropshire & Black Country Newborn & Maternity Network
2. Department of Health (2009) Toolkit for High-Quality Neonatal Services
3. 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?domeia=1&mid=726672CD-19B9-E0B5-D4DE0981D1F0E862>
4. NHS Commissioning Board (2012) Service Specification Neonatal Care Operational Delivery Networks

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 2014
1.1	Toolkit Principles 1, 7,8 Neonatal ODN Service Specification	To ensure patient care is coordinated and follows agreed pathways of care  To monitor and report on exceptions to care pathways.	Monthly collection of in utero and ex utero exceptions to care pathways collected from each Trust and collated into quarterly reports to the network board, QIPP and Maternity Network Planning meetings	Quarterly network reports at board, QIPP and Maternity Network Planning meetings	Ruth Moore Network Manager/ Lead Nurse	Sept 2013	
1.2	Toolkit Principle 8 The NHS Outcomes Framework Neonatal ODN Service Specification	To include obstetric review of appropriate neonatal cases in the network neonatal mortality review process  To develop a process for in-depth confidential neonatal mortality reviews for specific focus groups in the network	Work with maternity network to develop the neonatal mortality review process to include obstetric input  Develop a template to collect the necessary obstetric information for the neonatal mortality review process  Mortality subgroup to develop a process and obtain agreement of the network via the QIPP group  Develop a business case to access any resources required to implement the agreed process	Obstetric review included in the quarterly neonatal mortality report	Simon Jenkinson Lead Obstetrician   Babu Kumararatne Lead Clinician	Sept 2013   Dec 2013	
1.3	NICE Specialist Neonatal quality standards Toolkit Principle 7.1 Neonatal ODN Service Specification	To develop the network standards assessment in to a peer review process	Identify and agree peer review documentation and process utilising the network standards assessment tool	Network standards assessment peer review process agreed, implemented and reported at the network board	Ruth Moore Network Manager/ Lead Nurse	Dec 2013	

1.4	Toolkit Principle 7.13 Neonatal ODN Service Specification	To strengthen the process to review and share learning outcomes from individual unit serious clinical incidents	Quarterly collection of learning from all serious neonatal clinical incidents from each Trust. Network Manager to review and collate a quarterly anonymous report to discuss at QIPP meeting and 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	Jun 2013	
1.5	Toolkit Principle 1, 7 & 8 NICE Specialist Neonatal quality standard 8 CQUIN NNAP The NHS Outcomes Framework Neonatal ODN Service Specification	To develop and implement a quarterly neonatal service quality performance monitoring and reporting process	Write and discuss a proposal for the neonatal quality clinical outcomes to include in a network neonatal service quality performance benchmark report at the network board  Implement quarterly neonatal service quality performance benchmark reporting to the network board	Minutes of the quarterly board meetings identify the quarterly neonatal service quality performance benchmark report has been presented and discussed	Melanie Sutcliffe Network Clinical Effectiveness Lead  Ruth Moore Network Manager/ Lead Nurse	June 2013  Sept 2013	
1.6	Toolkit Principle 8 NICE Specialist Neonatal quality standard 9 The NHS Outcomes Framework Neonatal ODN Service Specification	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 2013	

<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 2014</b>
2.1	NICE Specialist Neonatal care standards 12 & 13 Toolkit Principle 3	To implement Helping Hands parent support group in Shropshire	Support network parent reps and NICU team to set up Helping hands support group in Shropshire	Helping Hands Parent Support Group is available in Shropshire	Parent Representatives	Sept 2013	
2.2		To improve and standardise documentation of parent education, support and information given; improving communication between staff and parents and between units in SSBCNN if baby is transferred	Agree final amendments required to the content and format of the network Parent Passport Obtain quotes for printing of the network parent passport Plan a network wide launch	Final version of the Network Parent Passport printed and utilised in all units in the network	Ruth Moore Network Manager /Lead Nurse	Dec 2013	
2.3	Toolkit Principle 4.5	Implement a single point of telephone contact for clinical advice, cot/maternal bed availability and the transfer service available 24/7	Work with WM cot locator, NTS, SWMNN and commissioners to develop and agree how to implement a 24/7 single point of telephone contact	Action plan minuted in Joint Transport Group Meeting Minutes	Jackie Harrison/ SSBCNN Transport Lead TBA	Sept 2013	
2.4	Neonatal ODN Service Specification	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 2013	

<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 2014</b>
3.1	NICE Specialist Neonatal care standards 7, 11 Toolkit Principle 3 Neonatal ODN Service Specification	Decisions made by the SSBCNN are informed with parents views	To develop a written parent & carers engagement strategy including succession plan for network parent representatives	Network Parent & Carers strategy agreed and published on the network's website	Ruth Moore Network Manager/Lead Nurse	Sept 2013	
3.2	World Class Commissioning Neonatal Toolkit pp 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	March 2014	
3.3	Neonatal ODN Service Specification	To formalise arrangements as an operational delivery network in the new NHS architecture	Draft a communication strategy to include engagement with the Maternity and Children's Strategic Clinical Network  Develop formal mechanisms for support and commitment to the SSBCNN of all Neonatal Service Providers	Communication plan agreed and published on network's website  Written formal support to the SSBCNN from all Neonatal Service Providers obtained	Ruth Moore Network Manager/Lead Nurse	Sept 2013  Dec 2013	
3.4	NICE Specialist Neonatal Care Standard 2 Neonatal Toolkit  Neonatal ODN Service Specification	To develop the newborn network in line with national and local guidance	Review SSBCNN's structure and processes against the objectives in the neonatal ODN service specification to identify priority areas for network development and report these to the network board	Report presented to the network board	Ruth Moore Network Manager/Lead Nurse	Sept 2013	
3.5	Toolkit Principle 1	To review patients understanding of how neonatal services are organised in SSBCNN	Undertake a survey of women and their families' understanding about neonatal services in the SSBCNN  Survey how Trust's inform women and their families about the SSBCNN and how the network leaflets are used.	Report of the findings presented at network QIPP and board meetings	Ruth Moore Network Manager/Lead Nurse	Dec 2013	

3.6	Neonatal Toolkit pg 18 +19 Neonatal ODN Service Specification	To develop working relationships with the new specialised and local commissioners  To influence neonatal and maternity service issues being taken forward within the new organisational structures in the NHS	Identify named representatives to develop working relationships with in specialised and local commissioners in the NHS England area teams and clinical commissioning groups in the SSBC area.  Write to the clinical commissioning groups (CCGs) in SSBC area to obtain CCG representation at the network board	Updates of progress recorded in the network board minutes	Ruth Moore Network Manager/ Lead Nurse	June 2013  June 2013	
3.7	Toolkit Principle 1 The NHS Outcomes Framework Neonatal ODN Service Specification	To develop the network workforce required to deliver the network work programme  To advertise the lead obstetrician role when the future format of the network is confirmed	Draft a discussion paper outlining the options for renewing the lead obstetrician role for discussion and agreement at the network board	Discussion paper circulated and minutes from the network board reflect the agreement made regarding the lead obstetrician role	Ruth Moore Network Manager/ Lead Nurse	Dec 2013	
3.8	Neonatal ODN Service Specification	To publish an annual report detailing all the activities in the Network in 2012/13 Present the annual report at an annual general meeting for approval by all stakeholders	Collate information from all network sub groups and activity/outcomes data from each unit's individual annual report into a network annual report Arrange an AGM open to all stakeholders to attend	2012/13 Annual Report Published, circulated and available on the network's website  Minutes from AGM circulated and available on the network's website	Ruth Moore Network Manager/ Lead Nurse	Oct 2013	

## Finance

### Resource Availability 2013/14

NHS England Specialised Commissioners based in the Birmingham and Black Country Area Team provide the funding for neonatal services directly to the Acute Trusts in the SSBCNN, the total planned funding for neonatal services in Acute Trust contracts for 2013/14 is £21,878,108

The SSBC Newborn Network infrastructure is funded in 2013/14 by the West Midlands Specialised Commissioning Team (WMSCT). The funding in 2013/14 to support pay and non pay is £255,855 which is the same level as in 2012/13 despite a 1% pay rise for NHS staff, the pay budget is almost 95% of the cost of the network.

£28,000 under spend from the network budget from 2012/13 has been carried forward into the 2013/14 network budget to fund:

Printing of Network Neonatal Guidelines Books in 2013 circa £7,000

Resources for two services evaluation projects in 2013/14 circa £14,500

Training budget to support Network Education & Training Programme in 2013/14 circa £6,500

£4,620 funding from Keele University in respect of Joanne Cookson, Practice Educator's time coordinating and teaching on the Keele University Neonatal Intensive care module.

The tables below demonstrate the expenditure plan for 2013/14

### Expenditure Plan 2013/14

#### Network Infrastructure Budget

<b>PAY</b>	£243,516
<b>Non Pay</b>	£16,896
<b>Total</b>	<b>£258,252</b>

+ £28,000 deferred income in 2013/14 to cover the items identified above.

### Staffordshire, Shropshire & Black Country Newborn Network DRAFT Education and Training Programme 2013/14

\* It is intended to keep the network study days free to network staff in 2013/14. Refreshments will only be provided if sponsorship for study days has been obtained. Delegates and Trainers will be informed if refreshments are being provided or not ahead of attending each study day.

Title	Number of Places	Dates	Venue	Organisation	Cost per place	Total Cost
<b>SSBCNN Study Days</b>						
Ventilation Study Day (Basic)	30	16 Apr 2013		SSBCNN		
Surgical Study Day	30	23 Apr 2013		SSBCNN		
Nutrition Study Day	30	26 June 2013		SSBCNN		
Non Registered Professionals SD	30	22 July 2013		SSBCNN		
Palliative Care Study Day	30	18 Sept 2013	In SSBCNN	SSBCNN		
Health records in Court	70	30 Sept	Britannia Stadium	Learning Curve	Free	
Ventilation Study Day (Advanced)	30	2 Oct 2013		SSBCNN		
Cardiac Study Day	50	9 Oct 2013		SSBCNN		
Therapeutic Hypothermia Study Day	40	16 Oct 2013	In SSBCNN	SSBC & SWM NNs		
Breastfeeding Study Day	30	Nov 2013	In SSBCNN	SSBCNN		
Transport Study Day	30	Dec 2013	In SSBCNN	WMNTS		
Developmental Care Study Day	30	March 2014	In SSBCNN	SSBCNN		
<b>SSBC Network Events</b>						
SSBCNN Audit Competition & AGM		TBC Sept 2013	In SSBCNN	SSBCNN		
Perinatal Mortality & Morbidity Education Event		11 Oct 2013	In SSBCNN	SSBCNN & SWMNN		
<b>West Midland Events</b>						
Quad Network Conference Midlands & East Matters		24 Jan 2014	TBC	SSBCNN, SWMNN, CNN, TPN & EoEPNs		
<b>External Conferences</b>						
What Next? Dreams for the Future	6	16/17 May 13	Tortworth Court, Bristol	NICU, Bristol	£190	<b>£1,140</b>
Reason Conference	6	1 & 2 July 13	Warwick University	CFS Events	£285	<b>£1,710</b>
International Neonatal Nursing Conference	9	6 – 8 Sept 13	Belfast Waterfront	COINN	£400 EB 7 Jun 13	<b>£3,600</b>
					<b>Total</b>	<b>£6,450</b>