



REVIEW OF PROGRESS 2011/12 BUSINESS PLAN

Introduction

The Staffordshire, Shropshire & Black Country Newborn Network's Business Plan in 2011/12 identified the network's objectives to be achieved during the next 3 years taking forward the network priorities to reflect the 8 principles within the Toolkit for High-Quality Neonatal Services¹, the NICE Quality Standards- 'Specialist Neonatal Care'²; 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)³ and agreed Commissioning Quality Initiatives (CQUIN)⁴ agendas. It was not intended that all areas identified in the work programme would be completed within one year.

Network Objectives 2011 – 2014

- 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

The individual sub group's objectives and work programme were also included for the fourth year running in the overall network business plan 2011/12

Key Achievements in 2011/12

- Implementation and Monitoring of the Network Care Pathways
- Widening participation in the SSBCNN Neonatal Clinical Guidelines with the Southern West Midlands Newborn Network joining the process
- Collating and reporting on the findings from the 2 year neurodevelopmental follow up of babies admitted to neonatal units in the network in 2005
- SSBCNN Parent Representatives completed a review of the Results from the first National Parents Experience Survey and made recommendations to improve family centred care across the network

Review of Progress

The following pages identify the progress made against each area of the 2011/12 work programme. Many areas of the work programme have been completed. Those not completed have been carried forward where the work is still required. Work in many of these areas was planned over more than one year. Where work has been identified as being carried forward this will appear in the Network's 2012/13 Business Plan in either the overall network objectives or the objectives of the relevant sub group.

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) Implementing the Next Stage Review visions: the quality and productivity challenge Available to download: http://www.dh.gov.uk/en/Publicationsandstatistics/Lettersandcirculars/Dearcolleagueletters/DH_104239
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

Objective 1 High Quality data and information to support high quality care							
	Reference	Intention	Work programme	Audit Indicators	Lead Responsible	Review Date	Progress Review April 2012
1.1	Toolkit Principles 1, 7,8 Jamboree 3.2	To monitor and report activity within each unit in the network and investigate exceptions to care pathways.	Devise and implement a quarterly report template approved by the network board	Quarterly network reports at board meetings	Ruth Moore Network Manager/ Lead Nurse	Sep-11	Completed
1.2	Toolkit Principle 8 Jamboree 3.1 The NHS Outcomes Framework	The network has confidence in the accuracy of the neonatal mortality data contained in national and regional Perinatal Mortality Reports	QUIPP group to finalise and implement a network process to monitor all neonatal deaths	SSBCNN data accurately reported in national and regional mortality reports	Andy Spencer	Jun-11	Commenced Carry forward to full implementation in 2012/13
1.3	NICE Specialist Neonatal quality standards Toolkit Principle 7.1	To update the 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 Network Manager/ Lead Nurse	Sep-11	Completed
1.4	Toolkit Principle 7.13	To develop and implement a process to review and share learning outcomes from individual unit incidents	QUIPP group to develop and implement a network process to capture, share and effect change to reduce risks	Serious unit incidents reviewed with learning shared across the network minuted in QUIPP group minutes	Andy Spencer	Jun-11	Commenced Carry forward to full implementation in 2012/13
1.5	Toolkit Principle 1, 7 & 8 NICE Specialist Neonatal quality standard 8 CQUIN NNAP The NHS Outcomes Framework	To develop and implement a monitoring and reporting process of agreed neonatal quality clinical indicators and quality matrixes for use within neonatal services and newborn networks in the West Midlands	Work with the other newborn networks and WM quality observatory to agree a set of neonatal quality clinical indicators Draft the quality matrixes to be used to monitor the quality indicators Hold a workshop to test the draft quality matrixes with stakeholders	Progress fed back and minuted in QIPP group meetings Report from the workshop circulated Agreed quality matrixes circulated	Andy Spencer & Network Clinical effectiveness lead	Sep-11	Completed work programme, WMQI piloting obtaining the data required. Review need for WM neonatal quality indicators in 2012/13 with the advent of the National Neonatal Dashboard from 1 April 2012

1.6	Toolkit Principle 8 NICE Specialist Neonatal quality standard 9 The NHS Outcomes Framework	To monitor, analyse and report the 2 year outcomes of babies less than 31 weeks gestation and/or less than 1250gms who have received care in the SSBCNN	Long term follow up group to analyse and report on the 2 year outcome data obtained on babies in SSBCNN	A report on the 2 year outcomes of babies in SSBCNN circulated and reported on at the network board	C Hallahakoon Chair long term follow up group	Sept 2011	2006 Data analysed and fed back to group in 2011/12. Carry forward to circulate report in 2012/13
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Objective 2. Best care for babies and families

	Reference	Intention	Work programme	Audit Indicators	Lead Responsible	Review Date	Progress Review April 2012
2.1	NICE Specialist Neonatal care standards 1 Toolkit Principle 3 Jamboree 3.3	To implement clinical pathways for babies who need neonatal intensive or high dependency care and for babies with complex problems whose care cannot be provided in the network.	Ensure agreed clinical pathways for women and babies within the newborn network are communicated with all neonatal and obstetric colleagues		Ruth Moore/Andy Spencer Network Manager/ Lead Nurse Lead Clinician	Sep-11	Completed
	RCOG Standard 27	To implement clinical pathways for women whose babies will need neonatal intensive or high dependency care	Finalise and distribute parent information leaflets on how care is organised in the network care		Simon Jenkinson/ Lead Obstetrician	Sep-11	Completed
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	Julie Ebrey/ Caroline Southall Parent Reps	Sep-11	Commenced, Group agreed in Walsall. Carry forward to commence in 2012/13
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 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	Sep-11	Commenced, Carry forward to 2012/13

2.4	Toolkit Principle 4.5	There is a single point of telephone contact for clinical advice, cot/maternal bed availability and the transfer service available 24/7	Work with WM cot location, NTS, SWMNN and commissioners to develop and agree how to implement this	Action plan minuted in network board minutes	Jackie Harrison/ SSBCNN Transport Lead TBA	Dec-11	Commenced Carry forward to 2012/13
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Objective 3: The network is fit for purpose and able to demonstrate added value							
	Reference	Intention	Work programme	Audit Indicators	Lead Responsible	Review Date	Progress Review April 2012
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	Review the findings of the National Parent Survey at QIPP group and feedback key messages to the Network Board	Network report received from the National Patient Survey Review of findings Minuted in the QIPP minutes.	Ruth Moore / Sarah Carnwell	Sep-11	Completed
			Network to consider and agree the future mechanism for obtaining parent views after the national survey has completed	Mechanism agreed and minuted in QIPP group minutes	QIPP Chair	Dec-11	Commenced Carry forward to 2012/13
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	Completed
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	Sep-11	Completed
3.4	NICE Specialist Neonatal Care Standard 2 Neonatal Toolkit Equity and Excellence: Liberating the NHS	To further develop the newborn network in line with national and local recommendations and feedback	To agree action plans to develop the network in line with recommendations from national and local reviews of networks and neonatal services e.g. West Midlands Review of networks, National Neonatal	Action plans agreed at network board	Ruth Moore Network Manager	Sep-11	Commenced Awaiting outcome from the re-organisation of NHS Carry forward to 2012/13

			Taskforce Actively participate in the WM perinatal network provider and commissioning forums	Updates on progress fed back at network board meetings			Completed in 2011/12, on-going Carry forward to 2012/13
Objective 3: The network is fit for purpose and able to demonstrate added value							
	Reference	Intention	Work programme	Audit Indicators	Lead Responsible	Review Date	Progress Review April 2012
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	Sarah Carnwell Network Administrator	Dec-11	Not done National survey of units being undertaken in 2012/13
3.6	World Class Commissioning Neonatal Toolkit pg 18 +19 Equity and Excellence:Liberating the NHS	To strengthen the network's involvement in the commissioning process To influence neonatal and maternity service issues being taken forward within the new organisational structures in the NHS	Work with specialised commissioners to develop and agree appropriate CQUINNS for neonatal services Develop working relationships with emerging local /specialised commissioners, attend appropriate meetings and write to give updates on SSBC Newborn & Maternity Network achievements and work programmes	Updates of progress recorded in the network board minutes	Ruth Moore Network Manager	Dec-11	Completed Continue and Carry forward to 2012/13
3.7	Toolkit Principle 1 The NHS Outcomes Framework	To develop the network workforce required to deliver the network work programme	Develop and implement an agreed succession planning process for the lead clinician role Assess and decide on the agreed proposal to fill the network transport lead role Develop the network clinical effectiveness	Succession planning process proposal agreed by the network board Network board informed of the outcome of the assessment of the Transport lead role proposals Network clinical	Ruth Moore	Jun-11	Completed Completed Completed

			role to monitor, analyse and report on network activities using the badgernet neonatal data system	effectiveness lead presentation of data minuted in various network meetings			
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**Staffordshire, Shropshire & Black Country Newborn Network
Sub groups and Maternity Network Objectives and Work Programmes**

Parent Representatives Objectives 2011/2012 DRAFT Review of Progress					
Objective 1: To further develop the Helping Hands Group throughout the Network to meet parent/carers support needs					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN 2 NICE Specialist Neonatal care standards 1 Toolkit Principle 3 Jamboree 3.3	Consider the best use of funds donated by parents to each individual Helping Hands group. Prepare individual business cases identifying proposed use of funds	Monies are allocated to a project that is sustainable and visible that parents and babies can benefit from. Business cases approved	J Ebrey and Senior Nurse in each Unit	Sep-11	Completed in 2011/12, however on-going need therefore Carry forward to 2012/13
	Assist the neonatal units in the setting up of Helping Hands groups in Walsall and Shropshire	Helping Hands groups are available in Walsall and Shropshire	J Ebrey/ C Southall Senior Nurse in each unit	Dec-11	Commenced, Carry forward to 2012/13
Objective 2: To work with neonatal units to improve discharge planning across the Network					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN 2 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	Sep-11	Commenced through Parent Survey visits, Carry forward to 2012/13
	Provide an advisory role to discharge planning teams in the network	Parent reps are working with neonatal unit discharge planning teams for advice	Parent representatives/ Network Manager/ Lead Nurse	Sep-11	Commenced, carry forward to 2012/13
Objective 3: To ensure that parents views are considered					
SSBCNN 3 Toolkit Principle 1	Parent Reps have regular meetings with the network manager/lead nurse to review and identify their input required in network work programmes	Notes from Parent Reps Meetings Network board minutes	Parent Reps / Network Manager/ Lead Nurse	On-going	Completed in 2011/12, on-going need therefore Carry forward to 2012/13

QIPP Group Objectives 2011/12 DRAFT Review of Progress

Objective 1: QUALITY - To promote and enhance Quality in Neonatal (perinatal) care across the Network					
References SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN 2 & 3	1. To implement and assess the adherence to NICE Quality Standards	<ul style="list-style-type: none"> a. Develop relevant audit programme for collaborative and comparative audit of these NICE Standards b. Presentation of the audit findings c. Advise the SSBC Newborn Network Board of any shortfalls in meeting the Quality standards across the Network d. Standards assessment tool updated to reflect the neonatal quality standards 	Alison Moore Network Audit Lead	Sept 2011	Various pieces of work commenced in the network, carry forward to 2012/13 to write a brief summary of progress and actions required in the network
SSBCNN 1,2 & 3	2. To work with the WM QI and the other newborn networks in the WM to develop and monitor WM neonatal clinical indicators	<ul style="list-style-type: none"> a. Develop agreed WM neonatal clinical indicators b. Agree and implement a process with the WMQI to monitor and report on the agreed neonatal clinical indicators 	Ruth Moore Network Manager	Jun 2011	Completed
			Alison Moore Network Audit Lead	Sept 2011	Drafted WM neonatal clinical indicators (WMNCI) WMQI surfacing the data, further work to refine & develop appropriate WMNCIs & review need with national dashboard
Objective 2: INNOVATION - To increase participation in neonatal research studies					
References SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN 2 & 3	1. To work with the West Midlands (North) MCRN and non-Medicines for research in Children teams to enhance the profile of, and participation in, neonatal research.	<ul style="list-style-type: none"> a. Organisation of the Quad Networks' research Study Day with participation of key MCRN and non-medicines Research Leads b. To organise a GCP training day for the Network staff 	Sanjeev Deshpande Network Practice Educator Lynsey Clarke	Dec 2011	Date being finalised in June 2012
	2. Work collaboratively with Research leads in the sister neonatal Networks in West Midlands to develop relevant research projects	<ul style="list-style-type: none"> a. Liaise with Dr Andy Ewer (WMSNN) and Dr Prakash Satodia (CNN) to develop a Neonatal Research Group across the 3 neonatal Networks b. Develop relevant and do-able research projects 	Sanjeev Deshpande	Oct 2011	Work commenced, Andy Ewer agreed to meet to identify the next topic for research in the WM – TP asked to be invited to join this group
	3. I2S2 Study	<ul style="list-style-type: none"> a. Participation in the trial by invited units b. Completion of data collection 	Sanjeev Deshpande		On-going participation

Objective 3: PRODUCTIVITY : To monitor and develop productivity in neonatal services across the network

References SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN 2	1. Oversee the implementation of the network care pathways and monitor the impact of this in the network	a. Receive and monitor reports on care pathway exceptions and provide quarterly overview to network board	Ruth Moore Network Manager + Network Clinical Effectiveness Lead	March 2012	Completed
SSBCNN 2 & 3	2. Identify potential areas for improving productivity in neonatal services and direct existing appropriate network sub groups to undertake discreet projects around these areas e.g. Newborn Examinations Effective ward rounds, Admission and discharge criteria	a. Discreet projects to improve productivity undertaken by various network sub groups and reported back to the QIPP group	Chris Thomas Chair Workforce Development Group + Dr Tilly Pillay	Sept 2011	Carry forward to 2012/13

Objective 4: PREVENTION – To enhance the safety of neonatal care through shared learning across the Network

References SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN 2 & 3	1. To collate and review neonatal safety incidents (NSIs), recommend and disseminate the lessons learned to the stakeholders.	a. Each Trust to submit anonymised information of NSIs to the SSBC Newborn Network b. The SIs will be brought to the QIPP group meetings to review and recommend actions to ameliorate NSIs across the Network c. To submit a quarterly Report to the Network Board on the NSIs and actions recommended. d. To submit relevant NSIs (anonymised and actions recommended) to a central agency (e.g. NPSA/BAPM) for wider dissemination.	Ruth Moore Network Manager	Sept 2011	Work commenced, Trusts have agreed. Carry forward to implement in 2012/13
SSBCNN 2 & 3	2. To monitor and share learning of neonatal mortality within SSBC newborn network	a. A named consultant in each Trust to be responsible for reviewing all fresh stillbirths and neonatal deaths and collating the information about each in a standard monitoring form agreed in the network b. Develop and implement a system to review the information and share learning about neonatal mortality within the network c. Identify areas to improve outcomes across the network and report to the network board	Drs Subramanian Mahadevan + David Roden	Sept 2011	Work commenced, Trusts have agreed. Carry forward to implement in 2012/13

Workforce Development Group Objectives 2011/12 DRAFT Review of Progress					
Objective 1: To develop & monitor a standardised approach to recruitment and retention into neonatal units					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN 2 & 3	Continue to support the Foundation Programme, by releasing staff from each unit.	Managers to identify learners for next programme to practice educator by 4 July 2011	Lynsey Clarke	Sep-11	Completed, network units need an annual programme therefore carry forward to 2012/13
SSBCNN 2 & 3	To implement network agreed competency framework for HCSW training, in line with neonatal toolkit staffing models.	Workforce staffing models 80/20 split in trained staff.	Chris Thomas/ Dawn Homer	Dec-11	Commenced, carry forward to 2012/13
Objective 2: To develop a sustainable neonatal workforce					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN 3	<p>Develop action plans and monitoring tools to measure progress across the network in narrowing the gap in the neonatal workforce between toolkit recommendations and where each unit currently is.</p> <p>Support individual units business cases to develop an appropriate workforce for their neonatal service</p> <p>Assess the potential impact of the introduction of assistant nurse practitioners in neonatal services</p> <p>Work with regional workforce deaneries and units to develop appropriate medical staffing for neonatal services</p>	<p>Action plans and monitoring tools circulated and published on website</p> <p>Information supplied to support individual unit business cases</p> <p>Discussion on impact minuted in workforce group meeting notes</p> <p>Workforce deanery plans reflect neonatal service medical staffing needs</p>	Chair Workforce group	Mar-12	<p>Gap analysis with toolkit completed and units action plans collated</p> <p>On-going requirement carry forward to 2012/13</p> <p>Commenced, carry forward to 2012/13</p> <p>Need to develop appropriate relationships with reorganised NHS, carry forward to 2012/13</p>

Objective 3: To develop and deliver a network training programme to meet agreed network training needs					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN 3	Work with HR departments in the network to develop and agree an efficient process to enable staff rotation between neonatal units for training and update opportunities	Staff appraisals identify rotation between units in the network	Practice educators & Unit senior nurses	Dec-11	Commenced, carry forward in 2012/13
	Seek HR representatives from provider Trusts to assist progress with staff rotation	HR representative attendance minuted at workforce group meetings	Chris Thomas/ Dawn Homer		
SSBCNN 1 & 3	Undertake a network education survey to identify topics for network study days	Education survey reported to network board	Practice educators	Dec-11	Completed
	Plan and hold network study days as need identified from education survey	Evaluation reports from study days circulated to the workforce group		Mar-12	Completed, on-going requirement therefore carry forward to 2012/13

Guidelines Group Objectives 2011/13 DRAFT Review of Progress					
Objective 1: To develop parent information to support network guidelines					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN 2	Identify appropriate authors to draft the agreed network parent information leaflets Obtain parent representative input in the development of standard network parent information leaflets	Appropriate standard network parent information leaflets are produced with input from parent representatives	Ruth Moore	Dec-11	Completed, on-going need for more parent leaflets therefore carry forward to 2012/13
Objective 2: To publish a fourth edition of the neonatal guidelines in Autumn/Winter 2011					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN 2 & 3	Complete the review and update of the neonatal guidelines, following the BCGP format Finalise the fourth edition of the guidelines ready for printing first proof in July/Aug 2011	Fourth edition of neonatal guidelines published and circulated in Autumn/Winter 2011	Kate Palmer	Sep-11	Completed
Objective 3: To receive feedback on the format and usefulness of the Network Neonatal Clinical Guidelines published in 2011					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	
SSBCNN 3	Collect and present feedback on the use of the fourth edition of the neonatal guidelines published in 2011 to inform future editions of the guidelines	Results from the survey presented at the guidelines group meeting Amendments to the format and additional topics identified for fifth edition of guidelines agreed by guidelines group	Sarah Carnwell	Jun-12	Carry forward to be completed in 2012/13
SSBCNN 3	Collect and present feedback on the use of the Post natal ward folder of neonatal guidelines published in 2011 to inform of any future developments required	Results from the survey presented at the guidelines group meeting			Carry forward to be completed in 2012/13
Objective 4: To incorporate SWMNN in the use and production of the neonatal guidelines					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN 3	BCGP & SSBCNN Guideline lead to present at SWMNN Stakeholder event 30 Sep 2011 SWMNN Unit/Trust guidelines leads identified and added to guidelines group membership Amend guidelines group ToR to reflect SWMNN joining the process	Neonatal guidelines on the SWMNN 2011 Stakeholder event programme Guidelines group membership includes SWMNN unit reps ToR amended SWMNN units guidelines leads listed as contributors in 5 th edition	Ruth Moore	Oct-11 Oct -13	Completed Carry forward to 2012/1 Carry forward to 2013/14

Long Term Follow Up Group Objectives 2011/12 DRAFT Review of Progress					
Objective 1: Collate 2 year follow up results across the Network					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
Toolkit Principle 8 SSBCNN 1+3	To report network outcomes at 2 years	Report presented to long term follow up group and fed back to network board	Dr Chrisantha Halahakoon	Sep-2011	2006 Data analysed and fed back to group in 2011/12. Carry forward to circulate report in 2012/13
Objective 2: Clinical governance and quality control in undertaking the Bayley Assessments across the Network					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN 2 & 3	Circulate the edited Bayley Assessments training DVD recorded in the network in 2010/11 to each centre in the network for network staff		Sarah Carnwell	Jul-2011	Completed
SSBCNN 2 & 3	Review the need to 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	Dr Chrisantha Halahakoon	Dec-2011	Need not identified yet, carry forward to review in 2012/13
SSBCNN 3	Develop a plan to obtain user feedback on the network 2 year Bayley assessment	An action plan is minuted	Sarah Carnwell	Sep-2011	Not done yet, carry forward to 2012/13
Objective 3: To further develop the data available on the long term outcomes following preterm delivery in the network					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN 1, 2 & 3	Write to the community paediatric services across the network requesting information about the 5 year outcomes of babies who have been through the neonatal services in the network	A letter is sent to all community paediatric services in the network	Dr Chrisantha Halahakoon	Sep-2011	Not done yet, carry forward to 2012/13

Equipment Group Draft Objectives 2011/12 DRAFT Review of Progress					
Objective 1: To standardise the approach to training and assessment of competence in equipment across the network					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
2 & 3	Plan & Hold advance ventilation study day in Autumn 2011	Holding the study & analysing the evaluation	Lynsey Clarke/BK	September 11	Completed
Objective 2: To research innovations in Ultra sound scan machines with a view to advising Trusts on a network approach to standardised high quality ultra sound scan machines					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
2&3	Evaluating US scan machines	Producing an evaluation report & disseminating report to provider Trusts	Alan Lawry /Dave Roden	September 11	No longer required
Objective 3: To update the network standards assessment tool in line with NICE Quality Standards Specialist Neonatal Care and the Toolkit for High Quality Neonatal Services					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
1	To review and update the Neonatal Unit equipment and facilities and the Maternity Service facilities and equipment section of the SSBCNN Standards Assessment Tool	Updated equipment and facilities standards and tests appear in the web based tool	R Moore	September 11	Completed
Objective 4: To identify priorities for equipment replacement within the network					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
1, 2 & 3	Review and update the equipment register across the network	Updated equipment register reported to network equipment group Letters sent to Trusts identifying any pieces of equipment that require replacement	Alan Lawry Chair Equipment group	September 11 December 11	Commenced, carry forward to be completed in 2012/13

Resuscitation Group Objectives 2011/12 DRAFT Review of Progress					
Objective 1:					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN 2	Implement Resuscitation Council (UK) NLS 2010 within the network – update network resuscitation guideline in line with recent NLS update	Updated version of network resuscitation guidelines published in 2011 edition	Dave Roden	Oct 2011	Completed
SSBCNN 2 & 3	Review NLS practice within the network during the implementation phase.	NLS practices reported in resuscitation group minutes	Dave Roden	Nov 2011	Completed
SSBCNN 2 & 3	Liaise with the maternity network regarding Maternity role in NLS	Minutes of maternity network guidelines and steering group meetings	Ruth Moore	Nov 2011	Completed
Objective 2:					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN 3	Provide a discussion point for any topics and problem related to resuscitation in the network	Minutes of resuscitation group meeting	Dave Roden	Mar 2012	Completed

Feeding & Nutrition Group Objectives 2011/12 DRAFT Review of Progress					
Objective 1: To promote, share and support ideas, best practice and innovations in feeding and nutrition across the network					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
Toolkit Principle 5 SSBCNN 2 & 3	Deliver preterm breastfeeding training across network via Study Days	Delegate evaluation	Liz Jones Pat Bloor	Mar-12	Completed
Toolkit Principle 3 SSBCNN 3	Regular group meetings to discuss local and Network feeding issues or difficulties that need addressing by additional training/consultation	Minutes of meetings with agreed actions taken to network board as required	Liz Jones Pat Bloor	Mar-12	Completed
Toolkit Principle 7 SSBCNN 1,2 & 3	Audit breastfeeding practice in neonatal units to ensure uniformity of practice across the network	Benchmark of breastfeeding practices re scored by each neonatal unit and agreed actions indicated in group minutes	Liz Jones Pat Bloor	Mar-12	Commenced, carry forward to complete in 2012/13

Maternity Network Objectives 2011/12 DRAFT Review of Progress					
Objective 1: To receive feedback on the format and usefulness of the Network Obstetric Clinical Guidelines published in 2011					
Reference / SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN 3	Collect and present feedback on the use of the first edition of the guidelines published in 2011 to inform future editions of the guidelines	Results from the survey presented at the guidelines group meeting Amendments to the format and additional topics identified for second edition of guidelines agreed by guidelines group	R Indusekhar	Sep -11	Completed Completed
Objective 2: To explore the potential for introducing a common maternity data system					
Reference / SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
	Collect an overview of the maternity data systems currently in use in the network and how the process of data entry is supported in each unit	Report of findings feedback to maternity network group	A Gornall	Sep-2011	Overview of the maternity data systems currently in use - Completed
Objective 3: To develop and share good practice in maternity services					
Reference/ SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
	Hold an annual perinatal education event on the 2 nd Friday in February. Rotate responsibility for organising the event between the 6 Trusts in the network with support from the network practice educators	Evaluation report circulated following the event	TBC + Network Practice Educators	March 2012	Completed
	Explore the whole maternity network being involved in future interdistrict audits. Plan to hold a maternity network audit meeting to discuss the network plan for audit				Completed
Objective 4: To obtain robust data on the clinical outcomes and service user experiences of IUT					
Reference / SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
	Circulate the amended IUT audit information collection sheets to the leads in each unit. Approach Walsall to see if their IUT data can be added to the network audit	Revised information collated by the network	T Vanner/ S Carnwell	Sep-11	Completed

	Look into options for developing the IUT form to be web based for ease of completion and access Complete and report on the findings of the network research into user experiences of IUT	Options for web based IUT form reported back to maternity network meeting Research findings reported to maternity network meeting	S Carnwell G Masson	Sep -11 Sep-11	Unable to complete Initial findings presented at Maternity event on 8 Feb
Toolkit Principle 4.5 SSBCNN Objective 2.4	Participate in the WM working group to improve the cot/bed location service available to the units in the network		S Jenkinson	Sep-11	Work restarted Jan 2012, next meeting 30 Apr 2012
RCOG Standard 27 SSBCNN Objective 2.1	Develop a flow chart based on the network care pathways to assist decision making regarding which units to contact to try to arrange an IUT		R Moore	Jul-11	Completed
Objective 5: To influence maternity service issues being taken forward within the new organisational structures in the NHS					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
Equity and Excellence: Liberating the NHS SSBCNN Objective 3.6	Actively participate in the WM perinatal network provider and commissioning forums	Report back from WMPN meetings at maternity network meetings	S Jenkinson R Moore	Sep-11	On going

Neonatal Transfer Service Objectives 2011/12 DRAFT Review of Progress					
Objective 1: To meet Continuing Professional Development requirements in neonatal transport					
Reference Network Objectives	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN Objective 3 SWMNN Objective 4 Toolkit 5	Continue to provide training on Transfer medicine to multi-professional staff in the networks	Attendance record	Alex Philpott Jackie Harrison	Jan -12	Completed
	To provide outreach programs for Units in the networks	Service delivery	Alex Philpott Jackie Harrison	Jan -12	Completed
Objective 2: Promote the activities and share the experiences of the NTS with others					
Reference Network Objectives	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN Objective 1 SWMNN Objective 1, 2 Toolkit 7.8 + 7.12	Quarterly data to include risk assessment / Near Miss	Report to be generated to each unit and Network Board	Jackie Harrison	On going	Completed
	Minimise the number of out of region transfers in particular for surgical management	Report to be generated to each unit and Network Board	Jackie Harrison	On going	Completed
	Monitor and audit babies transferred for cooling	Report to be generated to each unit and Network Board Present data to Transfer User Group	Jackie Harrison	On going	Completed
Objective 3: To deliver a safe transport service which meets the needs of neonatal services in the West Midlands					
Reference Network Objectives	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN Objective 2, 3 SWMNN Objective 6	Cooling service set up and to provide outreach training for referring units to ensure that babies are prepared appropriately for transfer	Service delivery Attendance record	Jackie Harrison	Jan -12	Completed
	To perform user satisfaction questionnaire	Audit	Alex Philpott Jackie Harrison	Mar -12	?
Objective 4: To ensure the NTS is appropriately resourced for all neonatal transport activity					
Reference Network Objectives	Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2012
SSBCNN Objective 3 SWMNN Objective 2 Toolkit 4.5	24 hour dedicated call handling centre	Team to be put in place Service delivery	Alex Philpott Jackie Harrison	Mar -12	Commenced, to carry forward to complete in 2012/13
	Ensure an adequate number of appropriately trained personnel for NTS Supporting nurses on ANNP course Supporting Spr Training during rotation into NTS	Monitor staffing levels Increased numbers of ANNPs in the WMNTS Spr training programme	Alex Philpott Jackie Harrison	On going	Completed