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

REVIEW OF PROGRESS 2013-14 BUSINESS PLAN

Introduction

The Staffordshire, Shropshire & Black Country Newborn and Maternity Network's Business Plan in 2013/14 identified the network's objectives to be achieved during the next 3 years taking forward the network priorities which took into account the review of progress against the 2012/13 network objectives[1], the 8 principles within the Toolkit for High-Quality Neonatal Services[2], the NICE Quality Standards- 'Specialist Neonatal Care[3]. A key focus was 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[4]

It was not intended that all areas identified in the work programme would be completed within one year. Below is the review of progress against the overall network's objectives in the 2013/14 Business Plan.

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

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?domedia=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	Achieved in 2013/14 On going requirement in 2014/15
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	Obstetric information template developed On going requirement in 2014/15 to implement robust participation of Obstetric staff in network neonatal mortality review process Not achieved in 2013/14. Discussions commenced with WM SCN, carry forward to 2014/15
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	Commenced in 2013/14, carry forward to complete and implement in 2014/15

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	Continued in 2013/14 and on going requirement in 2014/15
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	Achieved
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 that 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	Continued in 2013/14 and on going requirement in 2014/15

Objective 2. Best care for babies and families							
	Reference	**Intention**	**Work programme**	**Audit Indicators**	**Lead Responsible**	**Review Date**	**Progress Review March 2014**
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	Not achieved, Review with SaTH in 2014/15
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	Achieved
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	Continued in 2013/14 and on going requirement in 2014/15
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	Achieved Commenced, carry forward and complete in2014/15 Carry forward to 2014/15

	Objective 3: The network is fit for purpose and able to demonstrate added value						
	Reference	Intention	Work programme	Audit Indicators	Lead Responsible	Review Date	Progress Review March 2014
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	**Commenced in 2013/14, complete in 2014/15**
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	**Achieved**
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	**Commenced in 2013/14, complete in 2014/15**
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	**Achieved, on going requirement in 2014/15**
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	**Commenced, carry forward to complete in 2014/15**

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	**Achieved and on going requirement in 2014/15**
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	**Achieved and on going requirement I 2014/15**
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	**Achieved**