

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

BUSINESS PLAN

2014-15

Contents

Page 3

Introduction

- Network Objectives 2014 – 2017
- Key Network Objectives 2014/15
- Purpose
- Organisational Structure
- Present Position

Page 5

Network Objectives and Work Programme

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

Page 11

Finance

- Resource availability
- Expenditure Plan

Page 12

Training Plan

Network Objectives 2014 – 2017

- 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 2014/15

1. To identify and share good practice in neonatal mortality review process in SSBCNMN
2. To update the network standards assessment on-line tool and develop a peer review process
3. To develop a network maternity service Key Performance Indicator Benchmark report
4. To review parent's experiences of neonatal services and women's experiences of maternity services within the SSBCNMN
5. To review neonatal in-service education provision within the SSBCNMN

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 2013/14 objectives¹. The priorities of the network take into account the 8 principles within the Toolkit for High-Quality Neonatal Services², the NICE Quality Standards- 'Specialist Neonatal Care'³. 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 Networks⁴

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 NHS Foundation Trust

University Hospital of North Staffordshire NHS Trust

Shrewsbury and Telford Hospital NHS Trust

Dudley Group of Hospitals NHS Foundation Trust

Walsall Healthcare 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; Maternity, Neonatal Education & Workforce Development, Neonatal and Obstetric Guidelines, QIPP, Long Term Follow Up, Feeding & Nutrition, Parent Representative Group (PR), Equipment & a Joint Transport Group with South West Midlands Newborn and Maternity Network. The board and each subgroup have representation from each provider unit and appropriate others such as healthcare lecturers, community pediatricians and parent representatives.

Present Position

The network continues to make progress in all identified priority areas as indicated in the review of progress against the 2013/14 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 2013/14 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>

1. Review of Progress 2013 -14 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 2015
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 meetings	Quarterly network reports at board, QIPP and Maternity Network meetings	Ruth Moore Network Manager/ Lead Nurse		
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 identify and share good practice in neonatal mortality review process	Work with maternity network to ensure obstetric input in the neonatal mortality review process Mortality Review Sub group to observe the neonatal mortality review process in each Trust	Obstetric review included in the quarterly neonatal mortality report	Adam Gornall Lead Obstetrician Babu Kumararatne Lead Clinician		
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	To upgrade the network standards assessment online system to enable additional Networks to participate. Modernise design so that Staff can use the system with minimum training, accessing it with PC's, laptops and tablet devices. Add a higher level of secured access. Identify and agree peer review documentation and process utilising the network standards assessment tool	Reports from upgraded standards assessment tool reviewed at QIPP and Board meetings Network standards assessment peer review process agreed, implemented and reported at the network board	Ruth Moore Network Manager/ Lead Nurse		

1.4	Toolkit Principle 7.13 Neonatal ODN Service Specification	To strengthen the process to review and share learning outcomes from individual unit serious untoward incidents (SUIs)	<p>Quarterly collection of learning from all neonatal SUIs from each Trust. Network Manager to review and collate a quarterly anonymous report to discuss at QIPP meeting and circulate to all units</p> <p>Identify a process for reporting shared learning from maternity SUIs with the maternity network</p> <p>Ensure a standard definition for SUIs is used by all units when reporting SUIs to the network</p>	<p>Shared learning of SUIs from all neonatal units is recorded in QIPP group minutes and circulated to all units</p> <p>An agreed process is recorded in the maternity network meeting minutes</p> <p>A standard definition for SUIs is circulated to all units</p>	<p>Ruth Moore Network Manager/ Lead Nurse</p> <p>Adam Gornall Lead Obstetrician</p>		
1.5	Toolkit Principle 1, 7 & 8 NICE Specialist Neonatal quality standard 8 CQUIN NNAP The NHS Outcomes Framework Neonatal ODN Service Specification	<p>To monitor neonatal service quality performance</p> <p>To develop a network maternity service Key Performance Indicator Benchmark report</p>	<p>Report key findings from the quarterly neonatal service quality performance benchmark at the network board</p> <p>Work with RCOG and the Trusts to develop a Network Maternity service Key Performance Indicator Benchmark report</p>	<p>Minutes of the quarterly board meetings identify the quarterly neonatal service quality performance benchmark report has been presented and discussed</p> <p>Network Maternity service KPI Benchmark report presented at network meeting</p>	<p>Melanie Sutcliffe Network Clinical Effectiveness Lead</p> <p>Adam Gornall Lead Obstetrician</p>		
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		

1.7		To monitor, analyse and report the outcomes following IUT within the SSBCNMN	Update the report on IUT outcomes in the network annually	IUT outcomes presented at network meeting	Adam Gornall Lead Obstetrician		
Objective 2. Best care for babies and families							
	Reference	Intention	Work programme	Audit Indicators	Lead Responsible	Review Date	Progress Review March 2015
2.1	NICE Specialist Neonatal care standards 7,11,12 & 13 Toolkit Principle 3 Neonatal ODN Service Specification	Decisions made by the SSBCNMN are informed with users views To review parent experiences of neonatal services within the SSBCNMN To review women's experiences of maternity services within the SSBCNMN	Re-launch network parent representatives group Support network parent representatives to review the findings from the 2 nd National Survey of parents experiences of neonatal services when the report is published Collate and review the findings from the Friends and Family Test on maternity Services in the SSBCNMN		Sarah Carnwell Network Administrator		
2.2	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 ODNs, SCN, 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	Lee Abbott SSBCNN Transport Lead		
2.3	Neonatal ODN Service Specification	Clinical audits improve the quality of care for women, babies and their families across the network	Facilitate an annual network audit competition Collate a list of all Obstetric audit leads within the SSBCNMN Collate an annual list of all neonatal and obstetric audits undertaken in the SSBCNMN	Audit competition winners are announced in the network A list of all obstetric and neonatal audits is available in the network	Alison Moore Network Audit Lead		

			Coordinate an annual network wide audit	A report from the annual network audit is discussed at the Maternity and QIPP groups and circulated to all units			
2.4	Neonatal ODN Service Specification	Standardised network clinical guidelines improve the quality of care for women, babies and their families across the network	<p>Work with the southern west midlands maternity and newborn network to review and update the existing neonatal guidelines for publication of the 6th edition in Winter 2015</p> <p>Review and update the existing obstetric guidelines for publication of the 3rd edition in Spring 2015</p> <p>Work with the WM Strategic Clinical Network to submit the network guidelines through the NICE accreditation process</p>	<p>Network Neonatal and Obstetric guidelines are updated and published every 2 years following the bedside clinical guidelines methodology</p> <p>Feedback from NICE on the submission is recorded in the guidelines groups minutes</p>	<p>Kate Palmer Chair Neonatal Guidelines</p> <p>Carol Hollington Chair Obstetric Guidelines</p> <p>Ruth Moore Network Manager/Lead Nurse</p>		
2.5	Neonatal ODN Service Specification	A programme of education and training is provided within the network to meet the training needs of staff	<p>Training needs of staff in the network are surveyed periodically</p> <p>Arrange, advertise and hold a programme of study days in the network based on identified training needs of staff</p> <p>A network neonatal foundation nurse programme is run to meet the needs of newly appointed nurses within the neonatal units in the network</p>	<p>Identified training needs, network study days and neonatal foundation nurse programmes that have been held are discussed and recorded in the education and workforce development group meeting minutes</p>	Network Practice Educators		

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 2015
3.1	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		
3.2	NICE Specialist Neonatal Care Standard 2 Neonatal Toolkit Neonatal ODN Service Specification	To develop the SSBCNMN in line with national and local guidance	Review progress against the ODN Governance Framework gap analysis action plan	Progress reported to the network board	Ruth Moore Network Manager/ Lead Nurse		
3.3	Toolkit Principle 1	To review patients understanding of how neonatal services are organised in SSBCNMN	Survey how Trust's inform women and their families about the SSBCNN and how the network leaflets are used. Develop a standard leaflet for all parents whose babies are admitted to neonatal units in West Midlands (WM) regarding moving babies between neonatal units based on clinical need in conjunction with the other ODNs in WM	Report of the findings presented at network QIPP, Maternity and board meetings Agreed standard leaflet is circulated to all neonatal units in the SSBCNMN	Ruth Moore Network Manager/ Lead Nurse		
3.4	Neonatal Toolkit pg 18 +19 Neonatal ODN Service Specification	To develop effective working relationships with the specialised and local commissioners To influence neonatal and maternity service issues being taken forward	Review membership and attendance of commissioners at the network board and other sub group meetings as appropriate Agree of the content of the commissioners report to the quarterly network board	Updates of progress recorded in the network board minutes Quarterly commissioners reports recorded in the network board meeting minutes	Ruth Moore Network Manager/ Lead Nurse		
3.5	Toolkit Principle 1 The NHS Outcomes Framework Neonatal ODN Service Specification	To develop the network workforce required to deliver the network work programme	Draft a discussion paper outlining the options for renewing the lead clinician role for discussion and agreement at the network board	Discussion paper circulated and minutes from the network board reflect the agreement made	Ruth Moore Network Manager/ Lead Nurse		

		<p>To review the 3 year tenure of the lead clinician role</p> <p>To review neonatal in-service education provision</p>	<p>Undertake a review of neonatal in service education support and make recommendations for changes if required</p>	<p>regarding the lead clinician role</p> <p>The review with recommendations is reported to the education & workforce development group and the network board</p>	<p>Lynsey Clarke Network Practice Educator</p>		
3.6	Neonatal ODN Service Specification	<p>To publish an annual report detailing all the activities in the Network in 2013/14</p> <p>Present the annual report at an annual general meeting for approval by all stakeholders</p>	<p>Collate information from all network sub groups and activity/outcomes data from each unit's individual annual report into a network annual report</p> <p>Arrange an AGM open to all stakeholders to attend</p>	<p>2013/14 Annual Report Published, circulated and available on the network's website</p> <p>Minutes from AGM circulated and available on the network's website</p>	<p>Sarah Carnwell Network Administrator</p>		
3.7	Neonatal ODN Service Specification	<p>To provide a forum for Trusts to discuss neonatal and maternity services issues with the network management team</p>	<p>An annual programme of individual Trust visits by the network management team is arranged</p> <p>Reports of each visit are agreed with those present and circulated to the Trust's Chief Executive for information</p>	<p>Reports of each Trust visit is sent to the Trust's Chief executive</p>	<p>Ruth Moore Network Manager/Lead Nurse</p>		

Finance

Resource Availability 2014/15

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 SSBCNMN, the total planned funding for neonatal services in Acute Trust contracts for 2014/15 is £xx,xx,xxx

The SSBC Newborn and Maternity Network infrastructure is also funded in 2014/15 by NHS England, Specialised Commissioners based in the Birmingham and Black Country Area Team. The funding in 2014/15 to support pay and non pay is £xxx,xxx

£xxx under spend from the network budget from 2013/14 has been carried forward as deferred income to support the Network Education & Training Programme in 2014/15

West Midlands Strategic Clinical Network provided £9,000 to be used in 2014/15 for the Network Guidelines

The tables below demonstrate the expenditure plan for 2014/15

Expenditure Plan 2014/15

Network Infrastructure Budget

PAY	£
Non Pay	£
Total	£

+ £xx,xxx deferred income in 2014/15 to cover the items identified below.

Network Guidelines	£9,000
Network training & education	£
Total	£

Staffordshire, Shropshire & Black Country Newborn & Maternity Network DRAFT Education and Training Programme

* It is intended to keep the network study days free to network staff in 2014/15. 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
SSBCNN Study Days						
Surgical	30	9 Apr 2014 & Oct 2014	In SSBCNMN	SSBCNMN		
Therapeutic Hypothermia	40	28 Apr 2014 & Nov 2014	In SSBCNMN	SSBC & SWM NMNs		
Transport	30	30 Apr 2014 & 21 Oct 2014	In SSBCNMN	WMNTS		
Ventilation (Basic)	30	7 May 2014 & 7 Oct 2014	In SSBCNMN	SSBCNMN		
Midlands Neonatal Simulation Stakeholder Event	30	21 May 2014	In SSBCNMN	SSBCNMN		£100
Pre Term Breastfeeding	30	24 June 2014	In SSBCNMN	SSBCNMN		
Cooling Case Review	30	25 June 2014	In SSBCNMN	SSBCNMN		
Developmental Care	30	2 Sept 2014	In SSBCNMN	SSBCNMN		
Senior Neonatal Nurse Development	20	Oct 2014	In SSBCNMN	SSBCNMN		£500
Cardiac	50	TBC	In SSBCNMN	SSBCNMN		
Nutrition	30	TBC	In SSBCNMN	SSBCNMN		
Ventilation Study Day (Advanced)	30	TBC	In SSBCNMN	SSBCNMN		
Palliative Care	30	TBC	In SSBCNMN	SSBCNMN		
Non Registered Professionals	30	TBC	In SSBCNMN	SSBCNMN		
Neonatal Foundation Programme		May 2014	In SSBCNMN	SSBCNMN & Keele		
SSBC Network Events						
SSBCNN Audit Competition & AGM	50	9 Sept 2014	In SSBCNMN	SSBCNMN		£1,000
Perinatal Mortality & Morbidity Education Event	60	17 Oct 2014	In SWMNMN	SSBCNMN & SWMNMN		£500
Regional Events & External Conferences						
Quad Network Conference Midlands & East Matters	30	30 Jan 2015	In E of E	SSBCNMN, SWMNMN, CNN, TPN & E o EPNs	£50	£1,500
					Total	£3,600

