Staffordshire, Shropshire & Black Country Newborn Network NHS

REVIEW OF PROGRESS 2009/10 BUSINESS PLAN

Introduction

The Staffordshire, Shropshire & Black Country Newborn Network's Business Plan in 2009/10 identified the network's objectives to be achieved during the next 3 years taking forward the network priorities to address recommendations from The Strategy for Improvement (DH 2003), Caring for Vulnerable Babies: The reorganisation of neonatal services in England (NAO 2007), the report from West Midlands Children's, Young People and Maternity Services Configuration Group: Ensuring Sustainability of Maternity and Children's Services in the West Midlands (2008) and the anticipated neonatal report from the national neonatal taskforce (2009). It was not intended that all areas identified in the work programme would be completed within one year.

The Newborn Network Objectives for 2009 – 2012 are;

- Babies are cared for in the right place at the right time by appropriately skilled staff

- Safe high quality care is provided to babies in the network

- 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 second year running in the overall network business plan 2009/10

Review of Progress

The following pages identify the progress made against each area of the 2009/10 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 20010/11 Business Plan in either the overall network objectives or the objectives of the relevant sub group.

Staffordshire, Shropshire & Black Country Newborn Network

Objective 1: Babies are cared for in the right place at the right time by appropriately skilled staff					
Deliverables	**Work Programme**	**Measurement Used**	**Lead**	**Review Date**	**Progress Review April 2010**
Clear recommendations for the allocation of additional recurrent funding for maximum benefit across the network	Set up a short term network group to agree the priorities for recurrent funding in neonatal services in the network	Group established	Ruth Moore Network Manager	Jul-09	**Completed - Work completed between July - November 2009 Recommendations reported at Feb board meeting. Commissioners informed of network priorities**
	Develop and agree criteria to assess the recurrent funding priorities	Criteria agreed at network board		Sep-09	
	Complete an assessment of the recurrent funding priorities				
	Write and Present a report with recommendations from the group of the recurrent funding priorities in the network	Report with recommendations presented to network board		Dec-09	
	Communicate the Network agreed priorities to the specialized commissioners			Dec-09	

Capacity is appropriate for our population, enabling care of the smallest and sickest infants to be centralized in two level 3 units with early repatriation to local units	Monitor the activity levels across the network to review if the additional investment in 2008/09 achieved the intended increase in capacity	Trust neonatal activity reports	WMSCT	Jun-09	**Work on going - WMSCT reporting on Trust activity at regular meetings with newborn networks. All Trusts moving to badger system for neonatal data from April 2010. Maternity network IUT audit will also inform this work**
	Develop appropriate action plans with individual neonatal units and Trusts to address any shortfalls identified in the review of the West Midlands Paediatric and Maternity reconfiguration board	Action plans agreed with individual neonatal units/Trusts reported to the network board	Ed Peile	Sep-09	**Completed - Jon Cooke, NHS West Midlands fed back progress at Dec network board meeting**
	Work with maternity colleagues, Trusts and Commissioners to increase the obstetric capacity in units as required	Action plans in place to address any additional Obstetric capacity required in each Trust	Simon Jenkinson Lead Obstetrician	Sep-09	***Not completed- carry forward in 2010/11***

To have defined clinical pathways for babies who need neonatal intensive or high dependency care and for babies with complex problems whose care cannot be provided within the network.	Support facilitated organisational development workshops between further pairs of trusts in the network with an aim of developing closer working relationships between the trusts in order to assist the development and implementation of appropriate patient care pathways, staff education and training	Reports from the workshops presented to the trusts and the network board	Andy Spencer Lead Clinician	Dec-09	**2 further Workshops held in January 2010 between remainder of Trusts in network. Network jamboree held in Feb 2010 to celebrate**
	Undertake a review of care pathways from other areas to assist in developing an agreed template for network care pathways		Elizabeth Bromley	Sep-09	**Completed**
	Work with neonatal and maternity colleagues in each trust to write and agree appropriate care pathways			Mar-10	**Work in progress - carry forward and complete in 2010/11 Stakeholder event planned in Sept 2010**
To have defined clinical pathways for women whose babies will need neonatal intensive or high dependency care	Ensure agreed clinical pathways for women and babies within the newborn network are communicated with all neonatal and obstetric colleagues	Agreed care pathways developed between trusts and presented to the network board	Simon Jenkinson/ Lead Obstetrician Andy Spencer Lead Clinician	Dec-09	**Work in progress - will link to above Network IUT guideline in place and outcomes of IUT being audited in the network.**

Objective 2: Safe high quality care is provided to babies in the network					
Deliverables	**Work Programme**	**Measurement Used**	**Lead**	**Review Date**	**Progress Review April 2010**
Units are supported to work towards meeting the agreed SSBCNN standards of care	Develop and implement quarterly reports on progress against the network standards for each trust at the network board meetings	Quarterly reports presented at the network board	Network Manager	Jun-09	**Completed**
Ensure all units collect standardised clinical data and participate in the National Neonatal Audit Project	Complete a network project to identify the most effective way and the necessary resources required to implement this for the collection and inputting of high quality neonatal clinical data.	The Report of the project with recommendations for implementation is presented to the network board	Andy Spencer Lead Clinician	Dec-09	**Completed**
	Arrange a network meeting with Peter Badger to discuss unit, trust and Network specific requirements from the badgernet system.	Minutes of meeting circulated in network		Jun-09	**Completed**
Encourage the implementation of the badgernet neonatal data collection system in all the units in the network	Identify the total number of interfaces required across the network and negotiate a discounted price for all Trusts in the network	Discounted prices for interfaces are circulated to each Trust		Jul-09	**Completed**
The network has confidence in the accuracy of the neonatal mortality data contained in the CEMACH Annual Perinatal Mortality Report 2008	Work with CEMACH Regional Manager, Perinatal Institute, Trust Coordinators and Neonatal colleagues to develop a robust mechanism for verifying mortality data	Perinatal Mortality Report 2008	Ruth Moore Network Manager	Oct-09	**Work commenced - carry forward and complete in 2010/11**

Objective 3: The network is fit for purpose and able to demonstrate added value					
Deliverables	**Work Programme**	**Measurement Used**	**Lead**	**Review Date**	**Progress Review April 2010**
Decisions made by the SSBCNN are informed with parents views	Continually seek parent experiences of the neonatal units through a refined network parent experience questionnaire distributed to all parents when their baby is discharged from a neonatal unit in the network.	Refined questionnaire distributed to all parents on discharge from a neonatal unit in the network	Sarah Carnwell Network Administrator	Sep-09	**Work commenced - carry forward and complete in 2010/11**
	Collate the results and report findings to each unit, R,D & A group and the network board	Completed questionnaires collated and analysed and results reported to the individual units and at the network board		Dec-09	**Work commenced - carry forward and complete in 2010/11**
	Work with BLISS and the neonatal units to recruit more parent representatives to the SSBCNN	New Parent Representatives contribute to the network	Ruth Moore Network Manager	Sep-09	**Completed - 2 additional parent reps recruited**
	Evaluate the Helping Hands Support Group at UHNS in order to make recommendations for the appropriate roll out of similar groups across the network	Evaluation report with recommendations presented to the network board	Julie Ebrey Parent Representative	Sep-09	**Completed**
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	Ruth Moore Network Manager	Quarterly	**Completed**
		Quarterly updates reported to network board			
To have in place arrangements for monitoring and reporting activity within each unit in the network and investigating failures of network operation.	Work with the Trusts and commissioners to develop appropriate, timely reports on network activity.	Regular reports to the network board	Ruth Moore Network Manager	Dec-09	**Work commenced - carry forward and complete in 2010/11**

To further develop the newborn network in line with national and local recommendations and feedback	To agree action plans to develop the network in line with recommendations from national and local reviews of networks and neonatal services e.g. West Midlands Review of networks, National Neonatal Taskforce	Action plans agreed at network board	Ruth Moore Network Manager		**Work commenced - carry forward and complete in 2010/11**
	To repeat the staff survey of perceptions about the network	Report of the findings presented at network board			**Not Undertaken - review in 2010/11**
To strengthen the network's involvement in the commissioning process	Work with commissioners to develop world class commissioning of neonatal services in the West Midlands in line with the recommendations from the National Neonatal Taskforce Neonatal Care Commissioning Framework due to be published June 2009	Regular commissioning progress reports at network board meetings	WMSCT Commissioner	Dec-09	**Completed**
	Work with WMSCT and service providers to review the impact on neonatal services in the network of the introduction of cost and volume contracts in 2009/10	Neonatal units in the network are designated in line with the Neonatal Care Commissioning Framework	Ruth Moore Network Manager		**Work commenced - carry forward and complete in 2010/11**

Sub groups and Maternity Network Objectives and Work Programmes

Guidelines Objectives

Reference SSBCNN Objective No.	Guidelines Group Draft Objectives				
	Objective 1: To develop parent information to support network guidelines				
	Work Programme	**Measurement Used**	**Lead**	**Review Date**	**Progress Review April 2010**
2 & 3	Circulate existing parent information to guideline authors to develop standard network parent information leaflets as appropriate		Sarah Blackburn/Carnwell	Dec-09	Not completed - review and discuss at next group meeting
3	Obtain parent representative input in the development of standard network parent information leaflets	Appropriate standard network parent information leaflets are produced			Commenced and on going
	Objective 2: To receive feedback on the format and usefulness of the Network Neonatal Clinical Guidelines published in				
	Work Programme	**Measurement Used**	**Lead**	**Review Date**	**Progress Review April 2010**
3	Collect and present feedback on the use of the third edition of the guidelines published in 2009 to inform future editions of the guidelines	Results from the survey presented at the guidelines group meeting	Sarah Carnwell	Mar-10	Not undertaken yet due to delay in printing and ciruclation of books, Carry forward and complete in 2010/11
		Amendments to the format for fourth edition of guidelines agreed at guidelines group meeting			
	Objective 3: To evaluate the impact of the new process to allocate authors to update guidelines for the 2009 edition				
	Work Programme	**Measurement Used**	**Lead**	**Review Date**	**Progress Review April 2010**
2 & 3	Obtain feedback from each unit regarding the quality and use of the updated guidelines	Feedback from all sources is discussed at a guidelines group meeting and reflected in the agreed process for future updates	Ruth Moore	Mar-10	As 2 above
3	Obtain feedback from authors on the process used to review and update guidelines biannually			Mar-10	Not undertaken formally yet - informal feedback only. Carry forward and complete in 2010/11
3	Discuss feedback obtained and agree with guideline group the process to use for the review and update of guidelines for the fourth edition			Mar-10	Carry forward and complete in 2010/11

Breastfeeding Group Objectives

Objective 1: To measure the effectiveness of breastfeeding support in NNU's across the network					
Reference SSBCNN Objective No.	**Work Programme**	**Measurement Used**	**Lead**	**Review Date**	**Progress Review April 2010**
Objective 2:	Develop a network action plan to address the findings from the study	Action plan presented to RD&A Group and Network Board	Liz Jones	Jun-09	**completed and redundant**
Objective 2:	Develop a proforma to audit breastfeeding rates in NNU's across the network	Results of breastfeeding rates audit presented to RD&A Group and Network Board	Liz Jones	Dec-09	**completed and redundant**
Objective 2: To promote, share and support ideas, best practice and innovations in breastfeeding across the network					
Reference SSBCNN Objective No.	**Work Programme**	**Measurement Used**	**Lead**	**Review Date**	**Progress Review April 2010**
Objective 1:	Identify common gaps across the network through the benchmarking process to develop a network action plan as appropriate	Common network areas identified from the benchmarking process and an action plan developed by the Breastfeeding Group	Liz Jones	Sep-09	**ongoing review again April 11**

Data set group Objectives

Reference SSBCNN Objective No.	Data Set Group DRAFT Objectives 2009/10				
	Objective 1: To standardise the neonatal data systems across the network				
	Work Programme	**Measurement Used**	**Lead**	**Review Date**	**Progress Review March 2010**
	Arrange network meeting with Peter Badger with representation from clinicians, managers & IT from each Trust to answer final queries regarding changing to Badgernet neonatal data system	Minutes from meeting circulated in the network	Sarah Blackburn	Jun-09	**Completed**
	Finalise the list of data requirements for the units/network to discuss with Peter Badger	List of requirements discussed at the meeting and noted in the minutes		May-09	
	Work with Trusts to faciliate the change to the Badgernet neonatal data system	Trusts change over to Badgernetsystem	Andy Spencer	Sep-09	**Completed**
	Objective 2: To develop a robust process for collecting high quality data				
	Work Programme	**Measurement Used**	**Lead**	**Review Date**	**Progress Review March 2010**
2	Complete a project to identify a robust process for collecting high quality data	Project report presented to data set and board meetings	Andy Spencer	Oct-09	**Completed**
	Present report to data set group and network board		Andy Spencer		
	Use findings from project to develop appropriate business cases to implement robust process for collecting high quality data in each neoantal unit	Report findings circulated to each Trust	Ruth Moore	Dec-09	**Completed**
	Develop a tool to evaluate the effectiveness of the process implemented	Tool developed and agreed by the data set group	Andy Spencer	Mar-10	**Will form part of ongoing work whereby the network team monitor badger data**
	Objective 3: To ensure neonatal units in the network comply with national neonatal data requirements and standards				
	Work Programme	**Measurement Used**	**Lead**	**Review Date**	**Progress Review March 2010**
	Work with Trusts to ensure neonatal data submitted to National Neonatal Audit Project	SSBCNN neonatal units data included in NNAP annual report	Ruth Moore	Mar-10	**Will happen automatically from Badger.**
	Develop a process for neonatal units to verify CEMACH neonatal mortality data is accurate and communicated to the network	Network is able to verify network neonatal mortality data is accurate in CEMACH network annual report			**Will be done through R&D group**

Helping Hands Group (Prem baby Parent Support Group) Objectives

Reference SSBCNN Objective No.	Helping Hands Group DRAFT Objectives 2009/10				
	Objective 1: To further develop the Helping Hands Group at UHNS to meet parent/carers support needs				
	Work Programme	**Measurement Used**	**Lead**	**Review Date**	**Progress Review March 2010**
	Complete an evaluation following the first 6 months of the group including; Obtain parent/carer feedback on the group format, timing, venue and usefulness	An evaluation report is presented to the prem baby support group planning team	Julie Ebrey		**Questionnaire completed with positive comments and no user feedback to quantify any changes**
	Obtain staff feedback on the group format, timing, venue and impact on their work load				**All staff were asked to feedback and reported that they were able to build in the attendance to HH within their core workload. Alll asked reported being inspired by the group and enjoyed the easy follow up for many of their cases (babies)**
3	Review attendance at the Helping Hands Group including, Numbers of parents/carers & babies and demographics				**Monthly attendance sheets are kept and we have between 8 and 14 babies, some are multiples. We also have extended family attending. We**
	Develop and agree an action plan to address any developments identified through the evaluation to improve the Helping Hands group	Action plan discussed and agreed at a prem baby support group planning team meeting	Ruth Moore	Dec-09	**Consistent planning to include guest speakers attending the group (baby massage/relaxation etc)**
	Objective 2: To influence the development of similar support groups across the newborn network				
	Work Programme	**Measurement Used**	**Lead**	**Review Date**	**Progress Review March 2010**
	Present the evaluation from the first 6 months of Helping Hands Group at UHNS to the network board with recommendations for the roll out of similar groups in the network	Evaluation report and recommendations presented at a network board meeting	Julie Ebrey	Oct-09	**Since the Jambouree and the initiation of 2 further PR's across the Network we have commenced the roll out of 2 further groups under the umberella format of the HH Stoke group**

Workforce Development Group Objectives

Reference SSBCNN Objective No.	Workforce Development Group Draft Objectives				
	Objective 1: To develop & monitor a standardised approach to recruitment and retention into neonatal units				
	Work Programme	**Measurement Used**	**Lead**	**Review Date**	**Progress Review March 2010**
	Complete an evaluation of the 3rd Foundation programme	Evaluation report presented to network	Gina Hartwell	Dec-09	**TBA**
	Develop a proposal for a sustainable funded annual foundation programme in the network and present to work force group	Proposal presented and agreed at workforce group	Ruth Moore	Sep-09	**Completed**
	To further develop a standardised learning programme for neonatal clinical support workers in the network	Network wide learning programme available for neonatal clinical support workers	Dawn Homer	Sep-09	**NVQ 3 for neonatal health care support workers available through Stoke on Trent College**
	Objective 2: To develop a sustainable network workforce				
	Work Programme	**Measurement Used**	**Lead**	**Review Date**	
	Actively participate in the West Midlands neonatal workforce planning group to develop an appropriate workforce plan inlcuding a review of the demand and supply of specialist neonatal nurse training programmes	West Midlands Stakeholder event attended by representatives from across the network	Ruth Moore	Jun-09	**On going**
	Review each units compliance against EWTD 2009 and national neonatal staffing Standards due to be published in June 2009 and develop proposals to address identified gaps across the network	Proposals presented to sub group, network board and commissioners to address identified gaps	Dr Halahakoon/ Robin McMahon	Sep-09	**Work commenced to benchmark services against the toolkit staffing standards - carry forward to 2010/11**
	Objective 3: To develop and deliver a network training programme to meet agreed network training needs				
	Work Programme	**Measurement Used**	**Lead**	**Review Date**	
	Plan and hold a network study day on requesting post mortems	Evaluation report from the study day circulated to the workforce group	Gina Hartwell	Dec-09	**Not completed - carry forward to 2010/11**
	Work with HR departments across the network to develop and agree an efficient process to enable staff rotation between neonatal units for training and update opprotunities		Dawn Homer/ Doreen Humphries	Sep-09	**Commenced with HR discussion whilst staff undertaking foundation programme - carry forward to 2010/11**
	Plan and hold other network study days as need identified	Evaluation reports from study days circulated to the workforce group	Practice educators	Mar-10	**Completed and on going in 2010/11**

REMAINING GROUPS TO BE ADDED

Resuscitation Group Objectives

Equipment Group Objectives

Research, Development & Audit Group Objectives

Long Term Follow Up Group Objectives

Newborn Transport Service Objectives

Maternity Objectives