

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

BUSINESS PLAN

2011-12

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Introduction

Purpose

The aim of the business plan is 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.

The business plan consists of three parts, the overall network strategic objectives and work programme, the objectives and work programmes of each of the network sub groups and the network's financial plan.

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 and work programmes for each network subgroup.

Organisational Structure

The Staffordshire, Shropshire & Black Country Newborn & Maternity Network is hosted by Wolverhampton City Primary Care Trust (PCT) and chaired by the PCT Chief Executive Jon Crockett. There are six neonatal units and maternity services in the network based in the following six provider trusts;

Mid Staffordshire General Hospitals Foundation Trust

University Hospital of North Staffordshire NHS Trust

Shrewsbury and Telford Hospital NHS Trust

Dudley Group of Hospitals Foundation Trust

Walsall Hospital NHS Trust

Royal Wolverhampton Hospitals NHS Trust

A network board is responsible for leading the network, making final recommendations, commissioning work groups and monitoring progress and is accountable to The West Midlands NHS who is responsible for the populations served by the newborn network, with day to day accountability of the network to the West Midlands Specialised Commissioning Team and its constituent organisations. 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; Workforce Development, Guidelines, QIPP, Long Term Follow Up, Feeding & Nutrition, Parent Representative Group (PR), Equipment & a Joint Transport Group with South West Midlands Newborn Network. The board and each subgroup have representation from each provider unit and appropriate others such as healthcare lecturers, community pediatricians and parent representatives.

During 2010 the Research, Development & Audit group changed to the QIPP group and the Breastfeeding group changed its name to the Feeding & Nutrition group. The resuscitation sub group met following the publication of the revised Resuscitation Council (UK) NLS guidelines to consider the implications and plan to meet during 2011 to advise on changes to the network resuscitation guideline and equipment that may arise from the new publication of the UK NLS guideline.

The Staffordshire, Shropshire & Black Country Newborn Network supports a Maternity Network within its infrastructure with funding of a Lead Obstetrician 1PA per week. Maternity network sub groups are supported by the network administration team on the same basis as the newborn network sub groups. The governance arrangements are the same as the network's sub groups and therefore the work programme for the maternity network is presented in this business plan along with those of the other subgroups.

Present Position

The network continues to make progress in all identified priority areas as indicated in the review of progress against the 2010/11 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 2010/11 Network Business Plan and in previous years' business plans and annual reports which are readily available to download from the network's website www.newbornnetworks.org.uk/staffs.

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

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 March 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	
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	
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	
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	
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	

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	
Objective 2. Best care for babies and families							
	Reference	Intention	Work programme	Audit Indicators	Lead Responsible	Review Date	Progress Review March 2011
2.1	NICE Specialist Neonatal care standards 1 Toolkit Principle 3 Jamboree 3.3 RCOG Standard 27	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. To implement 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 Finalise and distribute parent information leaflets on how care is organised in the network care		Ruth Moore/Andy Spencer Network Manager/ Lead Nurse Lead Clinician Simon Jenkinson/ Lead Obstetrician	Sep-11 Sep-11	
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	
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	
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	

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	Progress Review
3.7	NICE Specialist Neonatal care standards 7, 11 Toolkit Principle 3 Jamboree 3.5	Decisions made by the SSBC NN are informed with parents views	All units to participate in staff survey of the National Parent Survey at QIPP group and feedback key messages to the Network Board	Report of the findings presented at network National Patient Survey	Ruth Moore Sarah Carnwell Network Administrator	Sep-11	March 2011
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 Network to consider and agree the future mechanism for obtaining parent views after the national survey has completed	Survey Updates of progress recorded in the Review of findings network board minutes. Minuted in the QIPP minutes. Mechanism agreed and minuted in QIPP group minutes	Ruth Moore Network Manager QIPP Chair	Dec-11 Dec-11	
3.2	World Class Commissioning Neonatal Toolkit pg 18 +19	To achieve financial balance in the operation and management of the network	attend appropriate meetings and write plan and quarterly updates Newborn & Maternity Network achievements and work programmes	Budget plan agreed by network Board Quarterly updates reported to the Network Board	Ruth Moore Network Manager	Quarterly	
3.7	Toolkit Principle 7	To produce Network reports to the Board using data from each unit captured from Badger. Net System	Develop and implement an agreed process for the timely reporting of network activity.	Regular reports to the process board agreed by the network board	Ruth Moore Network Manager	Sep-11	
3.4	NICE Specialist Neonatal Care Standard 2 Neonatal Toolkit Equity and Excellence: Liberating the NHS The NHS Outcomes Framework	To further develop the newborn network in line with national and local recommendations and feedback	To agree action plans for the network Assess and develop the network in line with the agreed recommendations from national and local reviews of networks and neonatal services Develop the network clinical effectiveness, National Neonatal Taskforce Network activities in using the badger neonatal data system commissioning forums	Action plans agreed at Network board Network board informed of the outcome of the assessment of the Transport lead role proposals Network clinical effectiveness lead presentation of data updates in progress network meetings	Ruth Moore Network Manager	Sep-11	

Finance

Resource Availability 2011/12

Recurrent

The SSBC Newborn Network infrastructure is funded recurrently by the West Midlands Specialised Commissioning Team (WMSCT). The in year total funding in 2011/12 to support pay and non pay is £269,321 which is 1.5% less than the 2010/11 level.

WMSCT provide the funding for neonatal services directly to the Acute Trusts in the SSBCNN, the total funding for neonatal services in Acute Trust contracts for 2011/12 is £19,338,913

Non Recurrent

£30,700 under spend from the network infrastructure pay budget from 2010/11 (mainly due to the two practice educators returning from maternity leave on part time hours) has been carried forward into the 2011/12 network pay budget to fund the seconded network educator maternity cover post which terminates on 3 July 2011 and this also provides a funding source to cover the lead clinician succession planning proposal.

Under spend in the non recurrent training in 2010/11 has been carried forward to form a non recurrent training budget for 2011/12

The tables below demonstrate the expenditure plan for 2011/12

Expenditure Plan 2011/12

Network Infrastructure Recurrent Budget

PAY	242,591
Non Pay	19,350
Total	261,941

+ £30,700 non recurrent funding carried over into the infrastructure budget to cover the pay for the practice educator maternity leave secondment post, lead clinician succession planning proposal and printing of the 2011-13 neonatal clinical guidelines.

Network Training Budget

Total	29,449
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Title	Number of Places	Dates	Venue	Organisation	Cost per place	Total Cost
Nutrition Study Day	27	20 May 2011	Walsall	SSBCNN	£6.50	£176
Ventilation Study Day (Basic)	Up to 30	11 July 2011	Telford Education Centre	SSBCNN	£10 Approx	£300 Approx
GCP Training ½ day	Up to 30	22 Sept 2011 Morning	Wolverhampton Medical Institute	SSBCNN / MCRN	£10 Approx	£300 Approx

Staffordshire, Shropshire & Black Country Newborn Network DRAFT Education and Training Programme 2011/12

Audit Competition ½ day	Up to 30	22 Sept 2011 Afternoon	Wolverhampton Medical Institute	SSBCNN	£10 Approx	£300 Approx
Ventilation Study Day (Advanced)	Up to 30	31 Oct 2011		SSBCNN	£10 Approx	£300 Approx
Foundation Nurse Programme Study Days X 15	TBC	12 Sept 2011 – April 2012	Various in SSBCNN	SSBCNN	Nil*	Nil
Perinatal Education Event	TBC	Feb 2012 TBC	TBC	SSBCNMN	Sponsored Event	Sponsored Event
Breastfeeding Study Day	Up to 30	16 Nov 2011 TBC	TBC		£10 Approx	£300 Approx
Palliative and end of life care for neonates e-module (20 credits)	6 Places (1 per unit)	Autumn 2011	E- learning	Coventry University	£540	£3240
Other External Neonatal** Conferences/Events	TBC	TBC	Various	Various	Various	£3,000
Foundation Nurse Programme Module Fees***	12	12 Sept 2011 – Mar 2012	Various in SSBCNN	Wolverhampton University	£70 TBC	TBC
					Total	£7,916 +TBC

* It is intended to remove the charges to attend network study days in 2011/12 and make the network study days free to network staff

****£500 per unit will be made available for this, the senior nurse of each unit will be responsible for allocating this funding and recharging the network for this**

*** This will only be funded by the network if the individual unit has not obtained funding through the TNA/LBR or other funding streams, senior nurses to advise the network asap

A 3rd Network Education and Training Survey is being carried out during June 2011, the SSBCNN Education and Training Programme will be updated to reflect the findings of the survey and presented to the Network Board in December 2011.

**Staffordshire, Shropshire & Black Country Newborn Network
Sub groups and Maternity Network Objectives and Work Programmes**

Parent Representatives Objectives 2011/2012					
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 March 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.	Monies are allocated to a project that is sustainable and visible that parents and babies can benefit from.	J Ebrey and Senior Nurse in each Unit	Sep-11	
	Prepare individual business cases identifying proposed use of funds	Business cases approved			
	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	
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 March 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	
	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	
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	

QIPP Group Objectives 2011/12

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 March 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	
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 Alison Moore Network Audit Lead	Jun 2011 Sept 2011	
Objective 2: INNOVATION - To increase participation in neonatal research studies					
References SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2012
SSBCNN 2 & 3	<ul style="list-style-type: none"> 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. 2. Work collaboratively with Research leads in the sister neonatal Networks in West Midlands to develop relevant research projects 3. I2S2 Study 	<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 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 a. Participation in the trial by invited units b. Completion of data collection 	Sanjeev Deshpande Network Practice Educator Lynsey Clarke Sanjeev Deshpande Sanjeev Deshpande	Dec 2011 Oct 2011	

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 March 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	
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	

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 March 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	
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	

Workforce Development Group Objectives 2011/12					
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 March 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	
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	
Objective 2: To develop a sustainable neonatal workforce					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 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	
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 March 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	

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Final

September 2011

	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 Plan and hold network study days as need identified from education survey	Education survey reported to network board Evaluation reports from study days circulated to the workforce group	Practice educators	Dec-11 Mar-12	

Guidelines Group Objectives 2011/13					
Objective 1: To develop parent information to support network guidelines					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 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	
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 March 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	
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	
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			
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 March 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	

Long Term Follow Up Group Objectives 2011/12					
Objective 1: Collate 2 year follow up results across the Network					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 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	
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 March 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	
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	
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	
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 March 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	

Equipment Group Draft Objectives 2011/12					
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 March 2012
2 & 3	Plan & Hold advance ventilation study day in Autumn 2011	Holding the study & analysing the evaluation	Lynsey Clarke/BK	September 11	
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 March 2012
2&3	Evaluating US scan machines	Producing an evaluation report & disseminating report to provider Trusts	Alan Lawry /Dave Roden	September 11	
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 March 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	
Objective 4: To identify priorities for equipment replacement within the network					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 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	

Resuscitation Group Objectives 2011/12					
Objective 1:					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 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	
SSBCNN 2 & 3	Review NLS practice within the network during the implementation phase.	NLS practices reported in resuscitation group minutes	Dave Roden	Nov 2011	
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	
Objective 2:					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 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	

Feeding & Nutrition Group Objectives 2011/12					
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 March 2012
Toolkit Principle 5 SSBCNN 2 & 3	Deliver preterm breastfeeding training across network via Study Days	Delegate evaluation	Liz Jones Pat Bloor	Mar-12	
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	
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	

Maternity Network Objectives 2011/12					
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 March 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	
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 March 2012
SSBCNN 1	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 Gornal	Sep-2011	
Objective 3: To develop and share good practice in maternity services					
Reference SSBCNN Objective	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2012
SSBCNN 2 & 3	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	S Jenkinson & Network Practice Educators	March 2012	
SSBCNN 1, 2 & 3	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		S Jenkinson		
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 March 2012
SSBCNN 1, 2 & 3	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	
SSBCNN 3	Look into options for developing the IUT	Options for web based IUT form	S Carnwell	Sep -11	

R Moore

Final

September 2011

	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	reported back to maternity network meeting Research findings reported to maternity network meeting	G Masson	Sep-11	
SSBCNN 1,2 & 3	Participate in the WM working group to improve the cot/bed location service available to the units in the network 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		S Jenkinson R Moore	Sep-11 Jul-11	
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 March 2012
SSBCNN 3	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	

Neonatal Transfer Service Objectives 2011/12					
Objective 1: To meet Continuing Professional Development requirements in neonatal transport					
Reference Network Objectives	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 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	
	To provide outreach programs for Units in the networks	Service delivery	Alex Philpott Jackie Harrison	Jan -12	
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 March 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	
	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	
	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	
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 March 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	
	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 March 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	
	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	