

Staffordshire, Shropshire & Black Country Newborn Network



REVIEW OF PROGRESS 2010/11 BUSINESS PLAN

Introduction

The Staffordshire, Shropshire & Black Country Newborn Network's Business Plan in 2010/11 identified the network's objectives to be achieved during the next 3 years taking forward the network priorities to reflect the 8 principles within the Toolkit for High-Quality Neonatal Services¹, the NICE Quality Standards- 'Specialist Neonatal Care'²; whilst embracing the work streams achieved since the inception of the Network, celebrated at the Network Jamboree in February 2010 and the ensuing Network priorities identified and agreed by stakeholders at the event. The key focus has been placed upon meeting both the Quality Innovation Productivity Prevention (QUIPP)³ and agreed Commissioning Quality Initiatives (CQUIN)⁴ agendas. It was not intended that all areas identified in the work programme would be completed within one year.

Network Objectives 2010 – 2013

- Objective 1 High Quality data and information to support high quality care
- Objective 2 Best Care For babies and families
- Objective 3 The network is fit for purpose and able to demonstrate added value

The individual sub group's objectives and work programme were also included for the third year running in the overall network business plan 2010/11

Review of Progress

The following pages identify the progress made against each area of the 2010/11 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 2011/12 Business Plan in either the overall network objectives or the objectives of the relevant sub group.

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 2011
1.1	Toolkit Principles 1, 7,8 Jamboree 3.2	To have in place arrangements for monitoring and reporting activity within each unit in the network and investigating failures of network operation.	Obtain individual Trust's permission to access neonatal unit data required for network monitoring direct from the badger system	Quarterly network reports at board meetings	Ruth Moore	Sep-10	Partially completed Access to Network reports on badger obtained from each trust. Draft network dashboard template presented at March 2011 board. Carry forward
1.2	Toolkit Principle 8 Jamboree 3.1	The network has confidence in the accuracy of the neonatal mortality data contained in the CMACE Annual Perinatal Mortality Reports	R,D & A/QIIPP group to work with maternity network to develop a network process to monitor all neonatal deaths	SSBCNN data accurately reported in the annual CMACE report	Andy Spencer	Dec-10	Work commenced by QIPP group. Draft template to be approved and monitoring to commence in 2011/12. Carry forward
1.3	NICE Specialist Neonatal care standards Toolkit Principle 7.1	To update 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	Dec-10	Changes made to Standards assessment tool software to enable the updates to be approved by the board before publishing, Aim to have draft updates at June 2011 board for approval. Carry forward
1.4	Toolkit Principle 7.13	To have in place a process to review and share learning outcomes from individual unit incidents	R,D&A /QIIPP group to develop and implement a network process to capture, share and effect change to reduce risks	Unit incidents reviewed and minuted in R,D&A/QIIPP group minutes	Andy Spencer	Mar-11	Work commenced by QIPP group. To be taken forward and monitoring implemented in 2011/12 Carry forward

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	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.	Work with neonatal and maternity colleagues in each trust to write and agree appropriate care pathways		Elizabeth Bromley Clinical effectiveness lead	Dec-10	Work commenced and draft network care pathways discussed at March 2011 board meeting
	RCOG Standard 27	To have defined clinical pathways for women whose babies will need neonatal intensive or high dependency care	Hold a stakeholder event 27th September to finalise agreed pathways	Agreed care pathways developed between trusts and presented to the network board	Simon Jenkinson/ Lead Obstetrician Andy Spencer Lead Clinician	Dec-10	Completed - Notes from Stakeholder event circulated
			Ensure agreed clinical pathways for women and babies within the newborn network are communicated with all neonatal and obstetric colleagues			Dec-10	In progress – care pathways work has been discussed at SSBCNN QIPP and board meetings as well as Maternity network planning meeting Carry forward
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	Chris Thomas / Parent Reps	Dec-10	Parent support groups are now available in Stoke, Stafford, Dudley & Wolverhampton Carry forward
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 any 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	Mar-11	Not done yet Carry forward 2011/12

Objective 2. Best care for babies and families							
	Reference	Intention	Work programme	Audit Indicators	Lead Responsible	Review Date	Progress Review March 2011
2.4	Toolkit Appendix A p33 NICE Specialist Neonatal care standard 2	To actively participate in the development and implementation of designation of neonatal services in the network To ensure that all stakeholders understand the designation process and outcomes for neonatal services	Represent SSBCNN at WMSCT led designation meetings Provide updates to the network board on the designation process Work with commissioners to undertake the designation of services in the network Support units during the designation process and any subsequent changes to service provision	Outcome of designation of neonatal services minuted in network board minutes	Ruth Moore/ Chris Thomas	Dec-10	Work commenced in 2010/11 with SCT which is now currently on hold during the reorganisation within NHS following White Paper until the future commissioning structures are in place
2.5	Toolkit Principle 7.4	To ensure access to quality cooling services appropriate to network demand	Cooling - To work with Specialised Commissioners to ensure that babies requiring cooling stay within the Network and the service required is provided to a high standard	Babies accepted for cooling in an appropriately resourced centre in the network	Babu Kumararatne/ Julia Uffindel	Oct-10	Work commenced with SCT Carry forward
2.6	Toolkit Principle 6	To increase awareness of the surgical pathways and services in the West Midlands	Surgery – to work closely with the West Midlands surgical project to access appropriate surgical services and expertise available in BCH/BWH, reducing the number of inappropriate transfers out for surgery	Reduction in inappropriate transfers for surgery	Elizabeth Bromley Clinical effectiveness lead	Oct-10	Completed – Ten fold reduction in number of babies being transferred out of region for surgery has been achieved over 3 years

Objective 2. Best care for babies and families							
	Reference	Intention	Work programme	Audit Indicators	Lead Responsible	Review Date	Progress Review March 2011
2.7	Toolkit Principle 4.5	There is a single point of telephone contact for clinical advice, cot/maternal bed availability and the transfer service can be accessed and activated at all times	Work with WM cot location, newborn transfer service, SWMNN and commissioners to develop and agree how to implement the necessary infrastructure for this	Action plan minuted in network board minutes	Jackie Harrison, Alyson Skinner		Work commenced Plans for single telephone number to commence in Sept 2011 Carry forward
2.8	Toolkit Appendix A p28 RCOG Standard 27 on p89 Toolkit	Scope the options to integrate the current maternity and newborn networks into a perinatal network	Engage with the SHA leads for the development of a WM perinatal network Work with maternity network and develop an action plan for the option appraisal	Option appraisal presented to network board	Chris Thomas	Sep-10	Partially completed – SSBC Newborn & Maternity Network engaged in sub groups of WMPN Scoping options to integrate the current maternity and newborn networks not done as described, however newborn network management team have given support to the maternity network in 2011/12

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 2011
3.1	NICE Specialist Neonatal care standards 7, 11 Toolkit Principle 3 Jamboree 3.5	Decisions made by the SSBCNN are informed with parents views	Continually review parent experiences of the neonatal units through the national parent experience survey	Network engagement in National Patient Survey	Chris Thomas / Sarah Carnwell Network Administrator	Jan-11	Survey completed, awaiting reports
			Review the findings of the National Parent Survey at RD+A group and feedback key messages to the Network Board	Minuted in the RD+A minutes.	RD+A Chair	Mar-11	Reports expected Autumn 2011. Carry forward
3.2	World Class Commissioning Neonatal Toolkit pg 18 +19	To achieve financial balance in the operation and management of the network	To publish a budget plan and quarterly updates	Budget plan agreed by network Board Quarterly updates reported to the Network Board	Ruth Moore Network Manager	Quarterly	Completed
3.3	Toolkit Principle 8	To produce Network reports to the Board using data from each unit captured from Badger. Net System	Work with the Trusts and commissioners to develop appropriate, timely reports on network activity.	Regular reports to the network board	Ruth Moore Network Manager	Dec-10	Work commenced Carry forward
3.4	NICE Specialist Neonatal Care Standard 2 Neonatal Toolkit	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	Dec-10	Neonatal Toolkit benchmark Completed
			To benchmark the network against the principles within the toolkit and devise and agree a network action plan to address areas requiring development	Benchmark presented to network board Action plan agreed at Network Board	Chris Thomas	Jun-10	National review of networks commenced Carry forward

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 2011
3.5	Toolkit Principle 1	To repeat the staff survey of perceptions about the network	All units to participate in staff survey	Report of the findings presented at network board + detailed within annual report	Chris Thomas / Sarah Carnwell Network Administrator	Dec-10	Not done – Review requirement and carry forward if agreed
3.6	World Class Commissioning Neonatal Toolkit pg 18 +19	To strengthen the network's involvement in the commissioning process	Work with specialised commissioners to develop and agree appropriate future CQUINNS for neonatal services Develop stronger working relationships with local commissioners by attending the local collaborative commissioning boards to give updates on SSBCNN activities	Action plans agreed at network board Minutes from LCCBs reflect network attendance	Ruth Moore Network Manager	Dec-10	Completed Networks involved in agreeing CQUINNS with commissioners. Network attended 4 LCCB meetings during 2010/11

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

Reference SSBCNN Objective	Workforce Development Group Objectives 2010/11				
SSBCNN 1+2	Objective 1: To develop & monitor a standardised approach to recruitment and retention into neonatal units				
	Work Programme	Measurement Used	Lead	Review Date	Progress Review
	Continue to support the Foundation Programme, by releasing staff from each unit.	Managers to identify learners to practice educator	Lynsey Clarke	Dec-10	Achieved
	To implement network agreed competency framework for HCSW training, in line with neonatal toolkit staffing models.	Workforce staffing models 80/20split in trained staff.	Chris Thomas	March-11	Units still working towards meeting 80/20 workforce staffing models. Carry forward
	Objective 2: To develop a sustainable network workforce				
	Actively participate in the West Midlands neonatal workforce planning group to develop an appropriate workforce plan including 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	Dec-10	Achieved
	Review each unit's compliance against EWTD 2009 and national neonatal staffing standards as per toolkit. Identify gaps across the network	Toolkit Gap Analysis	Chris Thomas	Dec-10	Achieved
	Objective 3: To develop and deliver a network training programme to meet agreed network training needs				
	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 opportunities	Staff appraisals	Dawn Homer/ Doreen Humphries	Dec-10	Not completed yet Rotation between units in the network occurs for nurses on foundation programme only Carry forward
	Plan and hold network study days as need identified	Evaluation reports from study days circulated to the workforce group	Practice educators	Mar-11	Achieved

Reference SSBCNN Objective	Maternity Network Objectives 2010/11	Overall Aim: To Create a 5 Year Plan for Quality, Safety & Sustainability			
SSBCNN 3	Objective 1: To Publish a book of network obstetric guidelines				
	Work Programme	Measurement Used	Lead	Review Date	Progress Review
	Continue to work with the Bedside Clinical Guidelines partnership to progress forward with publishing the agreed / ratified obstetric guidelines	A book of network obstetric guidelines is published and circulated	R Indusekhar	Oct -10	Completed
	Objective 2: To explore the potential for introducing maternity badger net				
	Work Programme	Measurement Used	Lead	Review Date	
	Organise demonstration of maternity badger for all obstetric units within network	Communication with heads of Midwifery + Lead Obstetricians Invite Peter Badger to Stakeholder event	Simon Jenkinson Lead Obstetrician	Oct-10	Completed
	Objective 3: To develop and share good practice in maternity services				
	Work Programme	Measurement Used	Lead	Review Date	
	Organise and hold two network perinatal education events each year	Stakeholder Involvement + feedback	Adam Gornall	March 2011	Partially completed – one stakeholder and perinatal education event held in 2010/11
	Objective 4: To obtain robust data on the clinical outcomes and service user experiences of IUT				
	Work Programme	Measurement Used	Lead	Review Date	
	Collect information about IUTs received in all the network maternity units for 3 - 6 months using a standardised network form		Tracy Vanner	Dec-10	In Progress Carry Forward
	Complete and report on the findings of the network research into user experiences of IUT		Geraldine Masson	Dec-10	In Progress Carry Forward

Reference SSBCNN Objective No.	Parent Representatives Objectives 2010/2011				
SSBCNN 2	Objective 1: To further develop the Helping Hands Group throughout the Network to meet parent/carers support needs				
	Work Programme	Measurement Used	Lead	Review Date	Progress Review
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	Dec-10	Meetings planned Carry forward
	To ensure that there is access to information on Helping Hands through the internet that is accessible by all parents across the network	Create a specially designed and updated website	J Ebrey	Dec-10	Completed
	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 Lead Nurse in each Unit	Dec-10	On going Carry forward
	Set up of Helping Hands parent support groups across the Network	Newly developed support groups in Black Country & Shropshire	Parent representatives / Network Manager/ Lead Nurse	Dec-10	Achieved in Stoke, Stafford, Wolverhampton and Dudley Carry forward
	Provide an advisory role to discharge planning teams in the network	Parent representatives are working with neonatal unit discharge planning teams for advice	Parent representatives/ Network Manager/ Lead Nurse	Mar-11	Meetings planned to commence work Carry forward

Reference SSBCNN Objective	Guidelines Group Draft Objectives 20010/11				
SSBCNN 2	Objective 1: To develop parent information to support network guidelines				
	Work Programme	Measurement Used	Lead	Review Date	Progress Review
	Circulate the list of existing parent information leaflets within the neonatal units in the network to guideline group to identify and prioritise a list of topics for standard network parent information leaflets to be developed and agreed	A prioritised list of topics for standardised network parent information leaflets is agreed by the network guideline group	R Moore	Dec-10	Completed
	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	R Moore	Mar-11	Work commenced Network Parent Information Leaflets drafted on Cranial ultrasound Echocardiogram Network care pathways Extreme prematurity identified as a topic for network leaflet Carry forward
	Objective 2: To receive feedback on the format and usefulness of the Network Neonatal Clinical Guidelines published in 2009.				
	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 Amendments to the format for fourth edition of guidelines agreed by guidelines group	Sarah Carnwell	Dec-10	Completed
	Objective 3: To publish a fourth edition of the neonatal guidelines in 2011				
	Commence the review and update of the 3 rd edition of the neonatal guidelines, allocating current guidelines to authors and identify the topics for any new guidelines that are required	Current guidelines are allocated to authors for review and updating Topics for new guidelines are agreed and authors identified	Kate Palmer		All guidelines have been revised by the authors and sent to network leads for comments. These comments are now being fed back to the authors. 2 editors have been appointed for the network ; Dr Shiva Shankar and Dr Alyson Skinner.

**Research, Development & Audit group Objectives 2010/11 – draft objectives altered following change to QIPP group.
QIPP group objectives 2010/12 and progress review are below**

Objective 1: QUALITY - To promote and enhance Quality in Neonatal (perinatal) care across the Network				
Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2011
1. To implement and assess the adherence to NICE Quality Standards	a. Circulation of the NICE Quality Standards to all relevant professionals across the Network	Ruth Moore Network Manager	Dec 2010	Completed
	b. Develop relevant audit programme for collaborative and comparative audit of these NICE Standards	Alison Moore Network Audit Lead		Not done yet Carry forward
	c. Presentation of the audit findings			
	d. Advise the SSBC Newborn Network Board of any shortfalls in meeting the Quality standards across the Network			
	e. Standards assessment tool updated to reflect the neonatal quality standards	Ruth Moore Network Manager	March 2011	Work commenced aim to have draft completed for June board meeting Carry forward
2. To work with the WM QI and the other newborn networks in the WM to develop and monitor WM neonatal clinical indicators	a. Develop agreed WM neonatal clinical indicators	Alison Moore Network Audit Lead	Sept 2011	Work commenced Carry forward
	b. Agree and implement a process with the WMQI to monitor and report on the agreed neonatal clinical indicators			

Objective 2: INNOVATION - To increase participation in neonatal research studies				
Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2011
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.	a. Establish liaison with MCRN and non-MCRN lead (Prof Warren Lenny)	Sanjeev Deshpande	March 2011	Achieved
	b. Organisation of the Quad Networks' research Study Day with participation of key MCRN and non-medicines Research Leads	Sanjeev Deshpande		Work commenced Carry forward
	c. To collate information about GCP training status of senior neonatal healthcare professionals (Consultants, SAS, Senior nurses and ANNPs), and liaise with the MCRN staff (Dr Sam Hayton) to organise a GCP training day for the Network staff	Network Practice Educator Lynsey Clarke		Partially achieved Network GCP training day being planned for 2011
2. Work collaboratively with Research leads in the sister neonatal Networks in West Midlands to develop relevant research projects	a. Liaise with Dr Andy Ewer (WMSNN) and Dr Prakash Satodia (CNN) to develop a Neonatal Research Group across the 3 neonatal Networks	Sanjeev Deshpande	March 2011	Work commenced Carry forward
	b. Develop relevant and do-able research projects			
3. BOOST-II UK	a. Ensure recruitment into the trial, and completion of the data collection	Sanjeev Deshpande	March 2011	? Achieved
	b. Help with 2-year assessment through the Network's programme of Bayley's Assessments			Work commenced Carry forward
4. I2S2 Study	a. Participation in the trial by invited units	Sanjeev Deshpande	March 2011	?
	b. Completion of data collection			

1. Oversee the development and implementation of the network care pathways	a. Receive and discuss updates on progress in the development and implementation of network care pathways	Ruth Moore Network Manager +	March 2011	Achieved
Objective 3: PRODUCTIVITY: To monitor and develop productivity in neonatal services across the network				
Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2011
1. Oversee the development and implementation of the network care pathways	b. Receive and discuss updates on progress in the development and implementation of network care pathways	Ruth Moore Network Manager +	March 2011	Achieved Achieved
2. Identify potential areas for improving productivity in neonatal services and direct existing appropriate network sub groups to undertake discreet projects to improve 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	c. Receive and monitor reports on care pathway exceptions and provide quarterly reports to the QIP group b. Case pathway exception report template developed and implemented a. Discreet projects to improve productivity and monitor reports on care pathway exceptions and provide quarterly reports to the QIP group	Network Clinical Effectiveness Lead Chris Thomas Network Workforce Development Group Chair + Dr Tilly Pillay	March 2011 March 2011	Monitoring commencing from April 2011 Achieved Carry forward Work commenced Monitoring Carry forward commencing from April 2011 Carry forward
	a. Discreet projects to improve productivity undertaken by various network sub groups and reported back to the QIP group	Chris Thomas Network Workforce Development Group Chair + Dr Tilly Pillay	March 2011	Work commenced Carry forward

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

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

Reference SSBCNN Objective	Long Term Follow Up Group Objectives 2010/11				
SSBCNN 1+3	Objective 1: Collate 2 year follow up results across the Network				
	Work Programme	Measurement Used	Lead	Review Date	Progress review
Toolkit Principle 8	For all units to enter data into the Badger.net system	Units and network to access the badger .net web tool to collate reports.	Network Manager Unit Leads	March-11	Achieved
	To report network outcomes at 2 years	Report presented to long term follow up group and fed back to network board			Work commenced Carry forward
	Objective 2: Clinical governance and quality control in undertaking the Bayley Assessments across the Network				
3. Best care for babies and families	Arrange further training for network staff observing and learning from Betty Hutcheon undertaking Bayley Assessments	Evaluation of further training reported to the group	Dr Chrisantha Halahakoon	March-11	Partially achieved Further training completed, DVD of the workshop currently being edited before circulation to each centre
	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			Review need for peer observation with group carry forward
	Develop a plan to obtain user feedback on the network 2 year Bayley assessment	A proforma to collect user feedback in the network is developed			Not done yet Carry forward
	Objective 3: To further develop the data available on the long term outcomes following preterm delivery in the network				
	Develop a business case which identifies the resources required to collect 5 year follow up data	A 5 year follow up business case is presented to the newborn network	Network Manager	Mar-11	Not done Group has altered the action required to reflect the ownership of this which should be with the community paediatricians rather than neonatologists

Reference SSBCNN Objective	Breastfeeding Group Final Objectives 2010/11				
	Objective 1: To promote, share and support ideas, best practice and innovations in breastfeeding across the network				
	Work Programme	Measurement Used	Lead	Review Date	Progress Review
Toolkit Principle 5	Deliver preterm breastfeeding training across network via Study Days	Delegate evaluation	Gina Hartwell	Mar-11	Achieved
Toolkit Principle 3	Regular group meetings to discuss local and Network feeding issues or difficulties that need addressing by additional training/consultation	Action plan to board as required	Gina Hartwell	Mar-11	Achieved

Reference SSBCNN Objective	Neonatal Transfer Service Objectives 2010/11				
	Objective 1: To meet Continuing Professional Development requirements in neonatal transport				
	Work Programme	Measurement Used	Lead	Review Date	Progress Review
SSBCNN Objective 2	Cooling service to be set up. To include training of staff ,equipment procurement and protocols for the transfer of asphyxiated infants for cooling.	Staff attendance at training day Protocols for transferring asphyxiated infants for cooling agreed	J Harrison A Skinner	Dec2010	Achieved - protocol written, staff trained, passively cooling currently during transfers
	To provide training in neonatal transport for Sprs in West Midlands	Service delivery	J Harrison A Skinner	Dec 2010	Achieved
	Objective 2: Promote the activities and share the experiences of the NTS with others				
SSBCNN Objective 1 Toolkit 7.8 + 7.12	Quarterly data to include risk assessment / Near Miss	Report to be generated to each unit and Network Board	J Harrison	On going	Achieved
	Minimise the number of out of region transfers in particular for surgical management	Report to be generated to each unit and Network Board	J Harrison	On going	Achieved
	Objective 3: To deliver a safe transport service which meets the needs of neonatal services in the West Midlands				
SSBCNN Objective 2	Cooling service to be set up. To include training of staff ,equipment procurement and protocols for the transfer of asphyxiated infants for cooling.	Protocols for transferring asphyxiated infants for cooling agreed Service delivery	J Harrison	Dec 2010	Partially achieved – protocol written, staff trained, passively cooling currently. Business case for cooling equipment being prepared Carry forward
	Objective 4: To ensure the NTS is appropriately resourced for all neonatal transport activity				
SSBCNN Objective 3 Toolkit 4.5	24 hour dedicated call handling centre	Team to be put in place	J Harrison	March 11	Work commenced – single telephone number planned from Autumn 2011 Carry forward
	Ensure an adequate number of appropriately trained personnel for NTS	Monitor staffing levels			Achieved