



Business Plan 2006/07 Review of Progress

Introduction

The Staffordshire, Shropshire & Black Country Newborn Network's Business Plan in 2006/07 built on the network's 2005/06 work programme whilst identifying further development areas for the network and set out the network's objectives and work programme for the year 2006/07. It was not intended that all areas identified in the work programme would be completed within one year.

The newborn network's objectives for 2006/07 were divided between the continuation of developments already commenced in the network and the following new areas;

- Workforce Development to meet the needs of the babies and their mothers in the network
- Identifying the additional capacity, the associated resources required in the network and the capital funding necessary
- Understanding the current patterns of total investment in neonatal services in the network and the impact of Payment By Results on funding
- Monitoring network outcomes

Review of Progress

The following pages identify the progress made against each area of the 2006/07 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. Other activities have occurred within the network during 2006/07 which do not appear in the business plan such as the survey of staff perceptions of the network and the development of a network neonatal nursing foundation programme.

Objective 1: To ensure 95% of babies are cared for within the network in a neonatal unit appropriately resourced to care for that baby

Deliverables	Work Programme	Measurement Used	Lead & Sub Group	Progress Review April 2007
1. To ensure there is sufficient cot capacity across the network	Produce a capacity plan that identifies shortfall in cot capacity plus associated resources to meet existing and future population in Staffordshire, Shropshire & the Black Country.	Capacity plan produced and presented to Network Board	Ruth Moore Network Manager	Work commenced using Manners activity data. Need to feed in Standards assessment information into a final report – Carry forward
2. To ensure units have sufficient modern and safe equipment to care for the babies.	<p>To write up the audit of equipment at the units carried out in 2005 and assess the needs of each unit.</p> <p>To make trusts aware of the requirement for new and replacement equipment.</p> <p>Develop telemedicine communication for clinical management and education purposes across the network and with Birmingham Children’s Hospital and other appropriate external organisations.</p> <p>Research innovations in neonatal monitoring systems with a view to advising Trusts on a network approach to standardised high quality neonatal monitoring systems</p> <p>Standardise the approach to training and assessment of competence in equipment across the network</p> <p>Develop a standardized approach to evaluating equipment for use across the network</p>	<p>Equipment audit produced and presented to Network Board</p> <p>Letter sent to each Trust highlighting equipment needs in their unit</p> <p>Costed option appraisal produced</p> <p>Monitoring systems evaluation report produced</p> <p>Trusts informed of outcome of the evaluation and the priorities for replacement of monitoring systems in their trust</p> <p>Action plan produced to standardise the approach to training and assessment of competence in equipment across the network</p> <p>Standardised equipment evaluation form produced</p>	<p>Ruth Moore Equipment Group</p> <p>Wendy Tyler Equipment Group</p> <p>Dave Roden Equipment Group</p> <p>Babu Kumararatne Equipment Group</p> <p>Barbara Howard/ Lynsey Ward Network Practice Educators</p> <p>Alan Lawrie Equipment Group</p>	<p>Not required - the standards assessment process will pick up on the equipment required</p> <p>Letters sent to each Trust - Completed</p> <p>Meetings held with BCH. Further work planned – Carry forward</p> <p>Evaluation completed Purchase frameworks drawn up with 2 companies and Trusts informed - Completed</p> <p>Information collected from each unit. Action plan to be written – Carry forward</p> <p>Standard form developed adapted for each specific evaluation as required - Completed</p>

Objective 2: To provide safe high quality care for the neonates within the network				
Deliverables	Work Programme	Measurement Used	Lead & Sub Group	Progress Review April 2007
1. To implement the guidelines developed by the Guidelines Group	To carry out an audit to establish the level of uptake of the guidelines. To review the guidelines produced by the Guidelines group to date and agree any others required	Produce audit documentation and present to Network Board	Alison Moore Network Audit Lead RD&A Group Ruth Moore Guidelines Group	Survey of users completed and reported to the guidelines group Additional topics for second edition of guidelines identified - Completed
2. To assess standards of care in each neonatal unit in the network against agreed network standards	To develop an agreed network standards assessment document (SAD) To identify an agreed process and timescale for the first assessment of standards	Agreed Standards Assessment Document used to assess standards across the network and report presented to the board	Ruth Moore Network Manager All Sub groups	Standards assessment document developed - Completed First assessment of standards currently being undertaken – Carry forward
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.	To develop such agreed clinical pathways for babies requiring neonatal intensive or high dependency care and ensure they are communicated with all neonatal and obstetric units	Produce document demonstrating clinical pathways within the network.	Ruth Moore Network Manager Guidelines Group Transport Group	Not done yet - Carry forward
4. To have defined clinical pathways for women whose babies are likely to need neonatal intensive or high dependency care.	To work with the maternity network to develop such clinical pathways. To ensure they are communicated with all neonatal and obstetric units.	Produce document demonstrating clinical pathways within the network.	Simon Jenkinson Lead Obstetrician Maternity Network Project Group	Not done yet - Carry forward Maternity network have a draft common IUT guideline
5. To ensure a consultant Neonatologist from a level 3 centre is always available for specialist advice.	To review existing arrangements for adequacy and make plans to address any issues.	Report to the Board	Andy Spencer Network Lead Clinician	Not required - There is always two neonatologists on-call in the two proposed level 3 neonatal units in the network

6. To monitor outcomes in comparable levels of units across the network	To agree appropriate outcomes and comparable units within the network and frequency of reporting outcomes to network board To develop appropriate network and unit monitoring systems with the MANNERS data at the Perinatal Institute	Monitored outcomes reported to network board at the agreed frequency	Andy Spencer Network Lead Clinician	This work should follow on from SAD process. It also requires outputs from new Manners and the long term follow up data should feed in here as well. - Carry forward This requires co-operation from Manners – our objective should be submit clear request. – Carry forward
---	---	--	---	---

Objective 3: To increase and develop the workforce to provide a quality outcome for the neonate and family				
Deliverables	Work Programme	Measurement Used	Lead & Sub Group	Progress Review April 2007
1. To undertake a skill mix review to identify the gap between BAPM recommended establishment and current actual establishment and to develop a manpower strategy for narrowing the gap, taking into account those nurses coming up to retirement age.	To produce a skill mix plan that identifies the shortfall in staffing between current and recommended levels. To produce a workforce strategy identifying how the staffing shortfall can be reduced	Business Plan produced demonstrating how the gap can be reduced.	Ruth Moore Network Manager Workforce Development Group	Skill mix review undertaken - Completed Not done yet – Carry forward
2. To develop a recruitment & retention strategy to address the shortfall in skilled neonatal nurses in the next 5 years.	Identify the recruitment and retention issues in the network To produce a workforce strategy to addressing the identified issues	Workforce Strategy presented to Network Board	Workforce Development Group	Work commenced – Carry forward
3. Identify additional medical staff required from capacity plan (see objective 1).	Develop and present business cases to expand capacity at the units to appropriate forums.	Capacity plan and business case produced and presented to Network Board	Ruth Moore Network Manager Workforce Development Group	Not done yet – Carry forward
4. To work with University and WDC to ensure that training modules relevant to current Neonatal	To identify training needs of nursing staff in all the units and ensure they attend courses as appropriate.	Network Training needs analysis produced	Barbara Howard & Lynsey Ward Practice Educators	Network TNA presented at board - Completed

practice are available and undertaken by the nursing work force			Workforce Development Group	
5. To ensure that all staff attending high risk deliveries or providing care for babies receiving mechanical ventilatory support should undertake basic neonatal resuscitation training as provided by NLS.	To undertake an audit to ensure such staff have NLS training. To ensure NLS courses are made available to all staff and that places are taken up.	Audit produced	Barbara Howard & Lynsey Ward Practice Educators Workforce Development Group	Audit completed Number of NLS places required identified for 2007/08 - Completed

Objective 4: To promote, develop and facilitate collaborative Perinatal research and audit across the network

Deliverables	Work Programme	Measurement Used	Lead & Sub Group	Review Date
1. For the network to have a defined strategy to promote and implement R&D and Audit with clear leadership and goals.	To develop and implement a network R&D and Audit strategy.	R & D and Audit Strategy produced by Group	Sanjeev Deshpande / Alison Moore RD&A Group	Network Audit competition held and a Second network audit is currently being undertaken – Carry forward
2. To develop a research/trials and audit portfolio for the network	To list current research and audit activity in the Network	Research and audit portfolio published on website	Sanjeev Deshpande / Alison Moore	Under development almost ready for website – Carry forward

Objective 5: To provide safe transfer of mothers and babies when required

Deliverables	Work Programme	Measurement Used	Lead & Sub Group	Review Date
1. To provide recommendations to the Network Board for the improvement of the transport system within the network in line with the Recommendations in the Review of Neonatal Intensive Care Services	To work with the transport project lead to identify transport issues and future transport requirements within the network Develop transport protocols, procedures and documentation for use across the network Develop the transport skills and knowledge of staff within the network	Report produced and presented to network board	Alyson Skinner Transport Group	Report presented to board July 2006 - Completed Network Guidelines developed - Completed Transport study days held May 06 and Feb 07 - Completed

Objective 6: To provide timely information to support neonatal care				
Deliverables	Work Programme	Measurement Used	Lead & Sub Group	Review Date
1. To implement the MANNERS neonatal information system in all units. This will enable all units to collect BAPM and other data electronically to provide activity and other reports for the network.	To produce regular network reports on activity.	All units using system effectively	Andy Spencer Network Lead Clinician	This cannot be taken forward until new Manners is embedded – Carry forward
2. To have in place arrangements for reporting and investigating failures of network operation.	To agree what constitutes a failure of network operations. E.g. Inappropriate transfer out of network. To develop appropriate reporting mechanisms.	Regular Reports to the Board	Ruth Moore Network Manager Senior Nurses Group	Currently under discussion with senior nurses group – Carry forward

Objective 7: To support obstetric and midwifery colleagues in the delivery of safe care to the mother and the newborn				
Deliverables	Work Programme	Measurement Used	Lead & Sub Group	Review Date
1. To increase capacity on the labour wards of the level 3 units to enable increased in-utero transfers.	To identify the number of transfers refused because of lack of this capacity. To work with the maternity network and trusts to develop a business plan to achieve this.	Publish results of transfer survey. Business plan produced.	Simon Jenkinson, Lead Obstetrician Maternity Network Project Group	Draft Transfer audit form currently being piloted in all units Carry forward Information from standards assessment process required – Carry forward

Objective 8: To have effective financial and commissioning arrangements in place				
Deliverables	Work Programme	Measurement Used	Lead & Sub Group	Review Date
1. To achieve financial balance	To publish a budget plan and bimonthly updates	Budget plan agreed by network Board Bimonthly updates reported to network board	Ruth Moore Network Manager	Completed for 2006/07
2. To identify the total investment in neonatal services within the network and the impact on the network of future changes in the way funding is obtained	To identify the current patterns of total investment in neonatal services within the network To review proposed changes to funding mechanisms in the NHS and identify the impact such changes will have in the network	Report presented to the Board	Ruth Moore Network Manager Simon Brake Commissioner	Meetings arranged to develop proformas to identify information for report – Carry forward
3. To develop a network capital investment plan	Identify the capital investment required to develop appropriate resources against assessed standards the network Work with each Trust to develop a capital investment programme for the network to address shortfall in resources necessary to meet agreed Standards	Capital investment plan presented to network board and individual Trusts	Ruth Moore Network Manager	Not done yet. Information required from Standards assessment process currently being completed with each unit – Carry forward

Objective 9: To meet the needs of parents whose babies are receiving neonatal care in the network				
Deliverables	Work Programme	Measurement Used	Lead & Sub Group	Review Date
1. To train network parent representatives	To work with the Bliss (the premature baby charity) network user programme.	Parent Reps evaluation of training received	Ruth Moore Network Manager	Parent training delivered with supporting information packs - Completed but ongoing with change of Parent Reps
2. To identify the needs of users in the network and respond to them	The Parent Representatives to establish a work plan and identify issues they wish to raise. To undertake a network survey of parent satisfaction	Network Parent satisfaction survey presented to board	Parent Representatives RD&A Group	Not done yet - Change of parent reps during 06/07- Carry forward Parent survey currently being undertaken april – may 2007 – Carry forward
3. To evaluate breastfeeding information & support for parents in the network	To undertake a study Evaluating the Impact of Preterm Breastfeeding Information	Results of the study presented to staff in the network	Liz Jones Breastfeeding Group	Research commenced in all units due to complete during 2007 – Carry forward