

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



Business Plan 2007/08 Review of Progress

Introduction

The Staffordshire, Shropshire & Black Country Newborn Network's Business Plan in 2007/08 built on the network's previous years work programme and set out the network's objectives and work programme for the year 2007/08. It was not intended that all areas identified in the work programme would be completed within one year.

The newborn network's objectives for 2007/08 were

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

Objective 2: To provide safe high quality care for the neonates within the network

Objective 3: To increase and develop the workforce to provide a quality outcome for the neonate and family

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

Objective 5: To further develop and monitor the effectiveness of the network

Objective 6: To support obstetric and midwifery colleagues in the delivery of safe care to the mother and the newborn

Objective 7: To have effective financial and commissioning arrangements in place

Objective 8: To meet the needs of parents whose babies are receiving neonatal care in the network

Review of Progress

The following pages identify the progress made against each area of the 2007/08 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 2008 Business Plan in either the overall network objectives or the objectives of the relevant sub group.

Review of Progress Network Objectives 2007/08

Objective 1: To ensure 95% of babies are cared for within the network in a neonatal unit appropriately resourced to care for that baby				
Work Programme	Measurement Used	Lead & Sub Group	Review Date	Progress March 2008
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	Dec 2007	Completed - Capacity plan presented at March board meeting
Develop telemedicine communication for clinical management and education purposes across the network and with Birmingham Children's Hospital and other appropriate external organisations.	Costed option appraisal produced	Dave Roden Equipment Group	Dec 2007	In discussion with Greater Midlands Cancer network & site visit to a telemedicine provider unertaken - Carry over to 2008/09
Research innovations in non invasive ventilation systems with a view to advising Trusts on a network approach to standardised high quality neonatal non invasive ventilation system	Non invasive ventilation systems evaluation report produced Trusts informed of outcome of the evaluation and the priorities for replacement of non invasive ventilation systems in their trust	Babu Kumararatne Equipment Group	Oct 2007	Objective amended to raise awareness of the newer ventilation modalities through network SD – Carry over to 2008/09
Standardise the approach to training and assessment of competence in equipment across the network	Action plan produced to standardise the approach to training and assessment of competence in equipment across the network	Network Practice Educators	Mar 2008	A Network standard staff record document has been developed. Further work to address standardized training– Carry over to 2008/09
Review the outcome of the West Midlands reconfiguration board's assessment of individual neonatal services	Outcomes of the West Midlands reconfiguration board assessment reported to the network board	Ed Peile	Sep 2007	Awaiting reports to be made public. Carry over to 2008/09
Develop appropriate action plans with individual neonatal units and Trusts to address any shortfalls identified in the review	Action plans agreed with individual neonatal units/Trusts reported to the network board	Ed Peile	Dec 2007	Carry over to 2008/09

Objective 2: To provide safe high quality care for the neonates within the network				
Work Programme	Measurement Used	Lead & Sub Group	Review Date	Progress Jan 2008
To complete standards assessment document meetings with each Trust and write a network standards assessment report for the board	Agreed Standards Assessment Document used to assess standards across the network and report presented to the board	Andy Spencer Lead Clinician	Sept 2007	Completed
To develop the standards assessment document in light of comments received and review feasibility as a web based tool	Network standards assessment document updated and available in an appropriate format	Ruth Moore Network Manager	Mar 2008	Standards updated and a web based tool is being developed
To develop 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	Dec 2007	Carry over to 2008/09
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	Dec 2007 Oct 2007	Carry over to 2008/09 Completed
To develop and implement an agreed network IUT guideline	IUT Guideline produced and implemented across the network			
To agree how the Perinatal Institute data should be used. To work with the Perinatal Institute to improve the outputs from the MANNERS data set.	Monitored outcomes reported to network board at the agreed frequency	Andy Spencer Network Lead Clinician	Mar 2008	Network monitoring reports being developed with PI – Carry over to 2008/09
To develop and implement a system for the appropriate sharing of learning from anonymised clinical incidents across the network	System for shared learning from clinical incidents presented and agreed at network board	Ruth Moore Network Manager Senior Nurses Group	Dec 2007	Proforma developed and process presented to March board meeting - Completed
To work with the commissioners and providers to agree a service specification for an improved neonatal surgery service in the West Midlands	Service specification agreed	Ruth Moore Network Manager	Sept 2007	Completed
To work with the commissioners, ambulance providers and users to establish a dedicated ambulance service	Agreed ambulance service specification and business case presented to the commissioners	Alyson Skinner Transport Group	Mar 2008	Business case submitted and additional funding to be made

for the NTS To identify a revenue funding stream for consumables and non pay items with the commissioners and users of the NTS	A revenue funding stream identified for the annual non pay costs for the NTS		Mar 2008	available from April - Completed
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Objective 3: To increase and develop the workforce to provide a quality outcome for the neonate and family				
Work Programme	Measurement Used	Lead & Sub Group	Review Date	Progress Jan 2008
To identify the recruitment and retention issues in the network To produce a network workforce strategy To produce a business plan identifying how the staffing shortfall can be reduced	Workforce strategy presented to the Network Board which identifies the Recruitment and retention issues in the network Business Plan produced	Clare Gilg Workforce Development Group Ruth Moore Network Manager	Sept 2007 Mar 2008 Mar 2008	Work commenced, Chair of group changed – Carry over to 2008/09
To develop and deliver a Neonatal Nursing Foundation Programme To evaluate the effectiveness of the Network Neonatal Nursing Foundation programme	Network Neonatal Nursing Foundation Programme delivered Evaluation report presented to the Workforce development group	Network Practice Educators	Nov 2007 Dec 2007	Completed First programme evaluation reported, second programme completed end of April
To further develop and deliver standardised breastfeeding training and information to colleagues across the network To deliver a programme of training for nurses based on the network training needs analysis and survey of NLS providers To identify imbalances in skill mix across the network and work with trust's to address this.	Standardised network breastfeeding training and information in all units and on the network website Evaluation reports from all network training provided and/or funded available on the website Action plans to address imbalances with skill mix reported to workforce development group	Liz Jones Breastfeeding group Network Practice Educators Clare Gilg Workforce development group	Sept 2007 March 2008 Dec 2007	Completed Completed In progress

Objective 4: To promote, develop and facilitate collaborative Perinatal research and audit across the network				
Work Programme	Measurement Used	Lead & Sub Group	Review Date	Progress Jan 2008
To develop and implement a network R&D and Audit strategy. To communicate the R&D and Audit strategy	R & D and Audit Strategy produced by Group	Sanjeev Deshpande / Alison Moore RD&A Group	June 2007	R&D and audit group strategy is in action
Undertake the cranial ultrasound scan audit using the agreed audit proforma	Cranial ultrasound scan audit results presented	Alison Moore RD&A Group	Sept 2007	Completed

Objective 5: To further develop and monitor the effectiveness of the network				
Work Programme	Measurement Used	Lead & Sub Group	Review Date	Progress Jan 2008
Work with the Perinatal Institute and commissioners to develop appropriate reports on network activity.	Network activity reports produced and presented at network board	Andy Spencer Network Lead Clinician	Dec 2007	Work progressing with PI – to carry over to 2008/09
To agree what constitutes a failure of network operations. E.g. Inappropriate transfer out of network. Develop a specification for the information required for network reports To develop appropriate reporting mechanisms.	Regular Reports to the Board	Ruth Moore Network Manager Senior Nurses Group	Dec 2007	Carry over to 2008/09
To agree the method, timing and personnel undertaking long term follow up assessments within the network To develop and publish a network consent protocol for long term follow up To work with commissioners and the Perinatal Institute to develop a database for long term follow up	Agreed process in follow up group minutes Consent protocol agreed at follow up group meeting Database available and being used	Andy Spencer Network Lead Clinician	Jun 2007 Jun 2007 Mar 2008	Completed Work in progress - Carry over to 2008/09 Work in progress - Carry over to 2008/09
To participate in national and local reviews of networks /neonatal services e.g. National Audit Office review of neonatal services	Responses to reviews submitted	Ruth Moore Network Manager	June 2007	NAO findings reported to board in March 08 –

To agree action plans to develop the network in line with any recommendations	Action plans agreed at network board		Mar 2008	Carry over to 2008/09
To repeat the staff survey of perceptions about the network	Report of the findings presented at network board		Dec 2008	Carry over to 2008/09
Objective 6: To support obstetric and midwifery colleagues in the delivery of safe care to the mother and the newborn				
Work Programme	Measurement Used	Lead & Sub Group	Review Date	Progress Jan 2008
Agree a cross network IUT audit form	IUT audit form agreed	Simon Jenkinson, Lead Obstetrician	June 2007	Completed
Audit the number of transfers refused because of lack of labor ward capacity.	Present results of IUT audit	Maternity Network Group	Dec 2007	Pilot audit completed at RWH – carry over to 2008/09
Work with the maternity network and trusts to develop a business plan to achieve the necessary increase in capacity in the labour wards	Business plan produced.		Sept 2008	Carry over to 2008/09
To prioritise and agree the topics for network guidelines	Guideline topics agreed	Simon Jenkinson Lead Obstetrician	Sept 2007	
To develop and implement the agreed network guidelines	Guidelines produced and implemented	Maternity Network Group	Mar 2008	Work in progress – carry over to 2008/09

Objective 7: To have effective financial and commissioning arrangements in place				
Work Programme	Measurement Used	Lead & Sub Group	Review Date	Progress Jan 2008
To publish a budget plan and quarterly updates	Budget plan agreed by network Board Quarterly updates reported to network board	Ruth Moore Network Manager	Quarterly	Completed
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 Mick O'Donnell Commissioner	Dec 2007	Work commenced, discussion document presented to board March 2008
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	Mar 2008	Carry over to 2008/09
To work with the reorganised specialized services agency to develop stronger network involvement in the commissioning process To identify areas of commissioning that require more network involvement	Newborn Network's investment priorities are identified in the 2007/08 commissioning round Evidence of Newborn Network involvement in developing appropriate service specifications with the commissioners	Ruth Moore Network Manager	Dec 2007	Continuing

Objective 8: To meet the needs of parents whose babies are receiving neonatal care in the network				
Work Programme	Measurement Used	Lead & Sub Group	Review Date	Progress Jan 2008
To undertake a network survey of parent satisfaction To develop an action plan based on the findings of the survey in conjunction with parent representatives	Network Parent satisfaction survey and action plan presented to Network Board	Alison Moore RD&A Group	Sept 2007	Completed. A continuous network parent experience survey programme commenced April 2008
To work with the parent representatives to identify appropriate roles within the network To provide the necessary training for parent representatives and staff to develop the parent reps roles in the identified way	Parent Representatives role clearly defined within the network Parent reps and staff training undertaken	Ruth Moore Network Manager	Dec 2007	Work in progress – carry over to 2008/09 Training provided Feb 2008
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	Mar 2008	Data collection completed – results to be presented to network – carry over to 2008/09