

REVIEW OF PROGRESS 2008/09 BUSINESS PLAN

Introduction

The Staffordshire, Shropshire & Black Country Newborn Network's Business Plan in 2008/09 identified the network's objectives to be achieved during the next 3 years taking forward the network priorities to address recommendations from The Strategy for Improvement (DH 2003), Caring for Vulnerable Babies: The reorganisation of neonatal services in England (NAO 2007) and the report from West Midlands Children's, Young People and Maternity Services Configuration Group: Ensuring Sustainability of Maternity and Children's Services in the West Midlands (2008). It was not intended that all areas identified in the work programme would be completed within one year.

The Newborn Network Objectives for 2008 – 2011 are;

- Babies are cared for in the right place at the right time by appropriately skilled staff
- Safe high quality care is provided to babies in the network
- The network is fit for purpose and able to demonstrate added value

The individual sub group's objectives and work programme were also included for the first time in the overall network business plan 2008/09

Review of Progress

The following pages identify the progress made against each area of the 2008/09 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 2009/10 Business Plan in either the overall network objectives or the objectives of the relevant sub group.

Objective 1: Babies are cared for in the right place at the right time by appropriately skilled staff

Deliverables	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2009	
A sustainable cost effective Neonatal Transport Service is developed, maintaining the established 24 hours, 365 day a year service.	Participate in developing the tender for a dedicated ambulance provider	Tender process completed and a dedicated ambulance provider is selected	Alyson Skinner Network Transport Lead	Mar-09	Achieved Ambulance Provider Tender Awarded Service Due to commence May 2009	
	Work with the commissioners and ambulance providers to develop a short term solution to ambulance provision for the NTS whilst the tender process is completed	An improved ambulance service is provided to the NTS			Jul-08	Achieved
Funding is identified to correct the shortfall in nursing and medical staff	Identify the shortfall in the neonatal workforce and develop a case of need for the 2008/09 commissioning round	The 2008/09 commissioning round identifies the increased neonatal workforce resource required	Ruth Moore Network Manager	Sep-08	Achieved £500,000 additional recurrent investment identified with 6 months Part Year Effect available in 2009/10	
Capacity is appropriate for our population, enabling care of the smallest and sickest infants to be centralized in two level 3 units with early repatriation to local units	Allocate additional resources in 2008/09 to increase special care capacity within the network	Additional resources result in increased activity within the network and a reduction of babies are inappropriately transferred out of the network	Ruth Moore Network Manager	Mar-09	Achieved allocation of additional resources, awaiting data to evaluate impact	
	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	Jun-08	Partially Achieved Presented at Dec 2008 Board Meeting	
	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			Sep-08	Report not circulated therefore Not able to be done yet- Carry forward 2009/10
	Work with maternity colleagues, Trusts and Commissioners to increase the obstetric capacity in units as required	Action plans in place to address any additional Obstetric capacity required in each Trust	Simon Jenkinson Lead Obstetrician		Sep-08	Not done - Carry forward 2009/10
To have defined clinical pathways for babies who need neonatal intensive or high dependency care and for babies with complex problems whose care cannot be provided within the network.	Support facilitated organisational development workshops between pairs of trusts in the network with an aim of developing closer working relationships between the trusts in order to assist the development and implementation of appropriate patient care pathways, staff education and training	Reports from the workshops presented to the trusts and the network board	Andy Spencer Lead Clinician	Dec-08	Achieved Presented at March 2009 Board meeting	
To have defined clinical pathways for women whose babies will need neonatal intensive or high dependency care	To develop agreed clinical pathways for women and babies within the newborn network and ensure these are communicated with all neonatal and obstetric units	Agreed patient pathways developed between trusts and presented to the network board	Simon Jenkinson/ Lead Obstetrician Andy Spencer Lead Clinician	Mar-09	Not done - Carry forward 2009/10	

Objective 2: Safe high quality care is provided to babies in the network

Deliverables	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2009
SSBCNN standards of care are developed into a web based tool and units are supported to work towards meeting the agreed standards	Complete the development of the web based tool including stakeholder participation	Web based tool in place and quarterly reports presented at the network board	Ruth Moore Network Manager	Jun-08	Achieved December 2008
	Develop and implement quarterly reports on progress against the network standards for each trust at the network board meetings				Commenced development process Carry Forward 2009/10
Ensure all units collect standardised clinical data and participate in the National Neonatal Audit Project	Develop an action plan which address's the duplication of data entry and ensures the collection of the minimum data set for all units in the network	Action plan presented at network board meeting	Andy Spencer Lead Clinician	Sep-08	Achieved Recommendations presented at March 2009 Board meeting Implementation -Carry Forward 2009/10

Objective 3: The network is fit for purpose and able to demonstrate added value

Deliverables	Work Programme	Measurement Used	Lead	Review Date	Progress Review March 2009
Decisions made by the SSBCNN are informed with parents views	Review and update Parent representatives role and present at network board meeting	Discussion paper presented at network board meeting	Julie Ebrey/ Claire Wyon Parent Representatives	Jun-08	Achieved Presented at June 2008 Board Meeting
	Continually seek parent experiences of the neonatal units through the network parent experience questionnaire distributed to all parents when their baby is discharged from the neonatal unit. Collate the results and report findings to each unit and the network board	Completed questionnaires collated and analysed and results reported to the individual units and at the network board	Sarah Carnwell Network Administrator	Dec-08	Achieved Presented at March 2009 Board Meeting
	Identify the need for parent support within the network both during and following admission to the neonatal units and develop action plans to address the identified needs	Action plans presented at network board meeting	Julie Ebrey/ Claire Wyon Parent Representatives	Dec-08	Achieved Presented at Sept 2008 Board Meeting Awaiting evaluation from Pilot group Carry Forward 2009/10
To achieve financial balance in the operation and management of the network	To publish a budget plan and quarterly updates	Budget plan agreed by network Board	Ruth Moore Manager	Quarterly	Achieved
		Quarterly updates reported to network board			Achieved
To have in place arrangements for monitoring and reporting activity within each unit in the network and investigating failures of network operation.	Work with the Perinatal Institute, Trusts and commissioners to develop appropriate reports on network activity.	Regular reports to the network board	Ruth Moore Manager	Sep-08	Partially Achieved - Monthly reports produced by Perinatal Institute for network however Data quality and timeliness needs improving Carry forward 2009/10
To further develop the newborn network in line with national and local recommendations and feedback	To participate in national and local reviews of networks /neonatal services e.g. West Midlands Review of networks	Responses to reviews submitted	Ruth Moore Manager	Mar-09	Achieved Submitted gap analysis to WM review of Networks and participated in Neonatal Taskforce work
	To agree action plans to develop the network in line with any recommendations	Action plans agreed at network board			Awaiting recommendations from WM review of networks and National Neonatal Taskforce Carry Forward 2009/10
	To repeat the staff survey of perceptions about the network	Report of the findings presented at network board			Not done - Carry Forward 2009/10
To strengthen the network's involvement in the commissioning process	Work with commissioners to develop world class commissioning of neonatal services in the West Midlands	Regular commissioning progress reports at network board meetings	Mick O'Donnell Commissioner	Mar-09	Achieved
	Work with WMSCT and service providers to develop a more sensitive and consistent method of contracting, monitoring and funding of neonatal services consistent with broader NHS objectives and local PCT planning and commissioning strategies to be available to inform the setting of contracts for 2009/10.		Ruth Moore Manager	Sep-09	Commenced in 2008/09 Carry forward 2009/10

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

Guidelines Objectives

Objective 1: To receive feedback on the format and usefulness of the Network Neonatal Clinical Guidelines published in 2007.				
Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2009
Collect and present users views on the second edition of the guidelines published in 2007 to inform future editions of the guidelines	Results from the survey presented at the guidelines group meeting	Sarah Carnwell	Apr-08	Achieved
	Amendments to the format for third edition of guidelines agreed at guidelines group meeting		Sep-08	
Objective 2: To augment the number and topics of Network Neonatal Guidelines in the revised version being prepared for 2009				
Identify and prioritise a list of additional topics for guidelines	List of additional guidelines circulated to group members	Ruth Moore	Apr-08	Achieved
Identify authors and deputies for each new guideline	Authors and deputies identified for each new topic	Marian Kerr		
Objective 3: To increase the uptake of the guidelines across all the units in the network				
Identify the individual unit guidelines that differ significantly	All neonatal units in the network using the network guidelines	Ruth Moore	Sep-07	Evaluate the impact of new process to allocate authors to update guidelines - next edition to be published Autumn 2009 - Carry forward 2009/10
Identify authors from the unit with a significantly different guideline to up date the network guideline for the next edition	Authors identified and writing updated network guideline for the next edition		Mar-08	
Objective 4: To develop parent information to support network guidelines				
Identify all the existing parent information leaflets locally and beyond that relate to the topics in the neonatal guidelines	A list of all existing parent information leaflets is circulated to guidelines group members	Sarah Carnwell	Mar-09	Achieved
Circulate to guideline authors to develop standard network parent information leaflets as appropriate				Not done yet- Carry forward 2009/10
Obtain parent representative input in the development of standard network parent information leaflets				Commenced & Continue in 2009/10
	Appropriate standard network parent information leaflets are produced		Sep-09	Not done yet - Carry forward 2009/10

Equipment Group Objectives

Objective 1: To develop telemedicine communication for clinical management and education purposes across the network and with Birmingham Children's Hospital and other appropriate external organisations				
Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2009
Develop a costed option appraisal	Option appraisal presented to network board	Babu Kumararatne	Jun-08	Achieved
Objective 2: To standardise the approach to training and assessment of competence in equipment across the network				
Identify action plan to standardise the approach to training and assessment of competence and equipment in the network	Action plan presented and agreed at equipment group meeting	Lynsey Ward		Partially achieved - Different Trust approaches identified, network equipment competence assessment document available for all to use
Identify equipment across the network that staff require training in and Implement a Train the Trainers programme for the identified equipment	Network Train the Trainers equipment training undertaken in various pieces of identified equipment	Peter Keen		Achieved with SiPAP training in 2008/09 - Identify other equipment & Carry forward 2009/10
Objective 3: To build up awareness amongst staff in the network about the different invasive and non invasive ventilation modalities				
A multidisciplinary network training event to be held in Autumn 2008	Written evaluation of the training event circulated to the equipment group	Lynsey Ward	Jun-08	Not done yet - Planned for 2009/10
Objective 4: To research potential cost efficiencies available with standardising quality consumables used in neonatal care across the network and advise Trusts on a network approach to standardised quality cost efficient consumables				
Research alternative manufacturers/suppliers and compare costs	Consumables evaluation presented to equipment group Trusts informed of outcome of the evaluation	Robin McMahon		Achieved Not done yet
Objective 5: To research innovations in neonatal incubators and billirubin meters with a view to advising Trusts on a network approach to standardised high quality neonatal incubators and billirubin meters				
Equipment evaluation day to be held in October 2008	Written evaluation of the equipment presented at equipment group	Alan Lawrie		Achieved
Agree and identify the preferred neonatal Incubator and billirubin meter	Trusts informed of outcome of the evaluation and the priorities for replacement of incubators and billirubin meters in their Trust			Partially achieved - Billirubin meters not evaluated

Workforce Development Group Objectives

Objective 1: To develop & monitor a standardised approach to recruitment and retention into neonatal units				
Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2009
Audit induction practices in each unit against the network induction standards	Audit findings presented to workforce group	Practice Educators		Not done and no longer required. Network Foundation Programme has superceded this.
Complete an evaluation of the 2 nd Foundation programme and develop a proposal for the sustainability of a network foundation programme in neonatal nursing	Proposal agreed by workforce group and presented to the network board	Ruth Moore		Evaluation Achieved - Proposal Carry forward 2009/10
Review KSF requirements for posts in the various career pathways in the newborn network and Identify learning pathways to support progression through the KSF gateways	Learning pathways identified and communicated throughout the network	Practice Educators		Achieved
To agree a standardised job description for clinical support worker role in neonatal units and develop a standardised competency assessment document and learning programme in the network	Job description, competency assessment document and learning programme agreed by sub group	Sue Ellis / Dawn Homer		Commenced in 2008/09 - Carry forward 2009/10
Objective 2: To develop a sustainable network workforce				
Actively participate in the West Midlands neonatal workforce planning group to develop an appropriate workforce plan	West Midlands Stakeholder event attended by representatives from across the network	Lynsey Ward/ Halahakoon	Dr	Dec-08
	Workforce plan ratified by sub group			Partially Achieved - Carry forward 2009/10
Identify imbalances in skill mix across the network and work with trust's to address this.	Action plans to address imbalances with skill mix reported to workforce development group	Ruth Moore / Halahakoon	Dr	
Review each units compliance against EWTD 2009 and staffing Standards and develop proposals to address identified gaps across the network	Proposals presented to sub group, network board and commissioners to address identified gaps			Carry forward 2009/10
				Achieved at UHNS in 2008/09
				Review Achieved - Proposals Carry forward 2009/10

Research, Development & Audit Group Objectives

Objective 1: To promote neonatal (perinatal) research across the Network				
Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2009
Analyse data	Presentation of the research findings	Liz Jones		Achieved
Present findings to network and individual units				Achieved
Publish the findings in a peer-reviewed journal	Submission of paper for publication to a peer-reviewed journal			Achieved
Develop further network-owned research project	Write and present outline of a collaborative network-based research project to the R, D, & A Group Obtain Ethics committee approval for the proposed research project			Achieved
	Secure funding for the research project	Dr Sanjeev Deshpande		Carry forward 2009/10
				Partially achieved
Objective 2: To actively participate in multicentric neonatal research studies				
EpiCure-II Project	To ensure participation by all network-constituent neonatal units	Dr Sanjeev Deshpande		Achieved
	To identify a local lead at each participating unit			
	To ensure complete coverage of the data and liaise with the study lead (Prof Kate Costello) and local neonatal units			
BOOST-II UK	Encourage participation into the trial by all units Ensure recruitment into the trial, and completion of the data collection	Dr Babu Kumararatne - New Cross Dr Anand Mohite – Russell's Hall Dr Sanjeev Deshpande – Shrewsbury		Commenced in 2008/09 - Carry forward 2009/10
Pulse Ox Study	Participation in the trial by invited units Completion of data collection	Dr Sanjeev Deshpande		Achieved
Objective 3: To develop collaborative perinatal audit projects across the Network				
Undertake a cross network audit project to evaluate the 'Assessment & Management of Pain in Non Ventilated Neonates'	Audit completed and results fed back to the network and individual units	Dr Alison Moore		Commenced in 2008/09 - Carry forward 2009/10
Continuous cross Network Parent Experience survey	Presentation of network-wide results to the Network Board	Sarah Carnwell		Achieved
Collection and analysis of the completed questionnaires from individual units	Feedback to individual units Implementation of recommendations			Achieved Carry forward 2009/10
Undertake 'Nursing Time Spent Audit'	Full audit proposal presented to RD&A group Appoint audit nurse Audit completed and results fed back to network and individual units	Dr Tilly Pillay/ Denise Kirby		Achieved Achieved Partially achieved - Analysis & Feedback of results - Carry forward 2009/10
Undertake joint audit projects in collaboration with the obstetric services	Topics for collaborative audits agreed Audit proposals presented to RD&A group	Dr Sanjeev Deshpande / Dr Mich Mohajer/ Tracey Vanner/ Karen Powell/ Ruth Moore		Not achieved yet - Carry forward 2009/10

Long Term Follow Up Group Objectives

Objective 1: Develop an agreed standard protocol for long term follow up within the Network				
Develop an agreed standard protocol for long term follow up within the Network		Andy Spencer		Achieved
Objective 2: Collation of results across the Network				
Publication of results.	Annual Report	Andy Spencer		Not done yet - Carry forward 2009/10
Objective 3: Consider resources implications				
Consider resources implications		Ruth Moore		Achieved
Objective 4: Clinical governance and quality control in undertaking the Bayley Assessments across the Network				
Observation of colleagues around the Network undertaking assessments.				Not done yet - Carry forward 2009/10
Training and updating of skills using the four disc Enhanced Administration DVD.		Sarah Carnwell		Achieved - A Copy of the enhanced administration dvds bought and distributed to each area

Breastfeeding Group Objectives

Objective 1: To measure the effectiveness of breastfeeding support in NNU's across the network				
Work Programme	Measurement Used	Lead	Review Date	Progress Review April 2009
Analyse and present the findings from the study to evaluate the impact of preterm breastfeeding information	Results of the study to be presented to staff in the network and BLISS	Liz Jones	Jun-08	Achieved
Develop a network action plan to address the findings from the study	Action plan agreed by the breastfeeding group, communicated and implemented across the network		Sep-08	Not done yet - Carry forward 2009/10
Develop a proforma to audit breastfeeding rates in NNU's across the network	Proforma developed and agreed		Dec-08	Not done yet - Carry forward 2009/10
Objective 2: To promote, share and support ideas, best practice and innovations in breastfeeding across the network				
Each unit to benchmark breastfeeding practice and develop an action plan to address areas of need identified	Units' benchmark results and action plans discussed at breastfeeding meeting	Liz Jones	Jun-08	Achieved
Identify common gaps across the network to develop a network action plan as appropriate	Common network areas identified and an action plan developed by the breastfeeding group		Sep-08	Not done yet - Carry forward 2009/10
Objective 3: To further develop and deliver standardised breastfeeding training and information to colleagues across the network				
Hold an annual network breastfeeding study day	Breastfeeding study day held and evaluation report circulated to delegates and breastfeeding group	Liz Jones	Nov-08	Achieved
Network breastfeeding induction package and lactation passports Implemented in all units within the network and made available on the network website	Comprehensive standardised network breastfeeding training and information available to staff in all units and published on the network website			Achieved
Work with university to offer the breastfeeding & nutrition study day in the NIC course for staff in the network to attend for update		Joanne Cookson to liaise with Keele University	Jun-08	Achieved
Advertise and nominate staff for sponsorship towards lactation consultant exam in partnership with Medela	Applications received and nominations made to Medela		Sep-08	Achieved

Resuscitation Group Objectives

Objective 1: To increase the opportunities for all neonatal and maternity staff to access NLS resuscitation training within the network			
Work Programme	Measurement Used	Lead	Progress Review April 2009
<p>Work with the resuscitation officers in trusts to agree a standard price for NLS course places for all network staff</p> <p>Identify how many NLS courses are required annually and work with RTOs to increase the number of courses available</p> <p>Form a database of all NLS instructors, Course directors and instructor candidates across the network</p> <p>Cost analysis to assess whether it would be better to 1. develop another NLS centre in the network 2. increase the number of faculty and therefore candidates on the two existing courses using trained staff within the network</p>	<p>Present statistics and cost analysis from work programme to group and then to network board</p> <p>Action plan produced to implement decision</p>	Dave Roden	<p>Commenced - Carry forward 2009/10</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p>
Objective 2 Standardise Resuscitation documentation			
<p>Circulate existing examples of resuscitation documentation within the network</p> <p>Develop and agree a standards resuscitation document for use across the network</p> <p>Evaluation tool for current documentation</p>	<p>Present findings of evaluation to group and board</p> <p>Implement change and re evaluate after 6 months of use</p>	Maggie Doodson	<p>Achieved</p> <p>Evaluation not done yet - Carry forward 2009/10</p> <p>?</p>
Objective 3 Standardise resuscitation equipment			
<p>Review resuscitaires/ equipment used in each centre (maternity and neonatal units) in the network for the ability to use blended gases</p> <p>Review all products available in the market for delivering blended gases during resuscitation</p> <p>Recommend changes required in equipment in order to deliver blended gases during resuscitation across the network</p>	<p>Outcome of evaluation presented to group and then to board</p> <p>Action plan to implement equipment procurement and training</p>	Anna Griffin	<p>Achieved</p> <p>Achieved</p> <p>? Not done yet - Carry forward 2009/10</p>

Newborn Transport Service Objectives

Objectives	Mechanisms	Progress Review	April 2009
NTS to perform > 90% of requested transfers	<p>Increase nursing compliment to 7.5 WTE</p> <p>1 ANNP (appointed) to join NTS in Autumn 2008</p> <p>Three transport fellows to commence working with NTS in August 2008</p> <p>Once the requisite staff members are in place, there will be two NTS teams working during the day and evening (20.00 hours)</p>	<p>Achieved</p> <p>Partially Achieved - ANNP appointed however sickness and vacancies remain in the ANNP team</p> <p>Partially Achieved - 2 out of 3 fellows appointed</p> <p>Achieved</p>	
Acquisition and update of equipment	<p>1 transport incubator available in April 2008</p> <p>2 transport incubators available from July 2008</p> <p>1 transport incubator to be equipped with Nitric Oxide and staff training will take place for its use</p>	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p>	
Establishment of an ambulance service which will provide a timely response to NTS requests	<p>Communication with the West Midlands Ambulance Service</p> <p>Procurement Department at Birmingham Women's Hospital to organise the tendering process</p>	<p>Achieved</p> <p>Achieved</p>	
Regular training and updates for NTS staff	<p>New staff will attend external transport courses</p> <p>Continue collaboration with CNN neonatal and PICU (BCH) transport services to develop joint study days</p> <p>Develop a Neonatal Transport course in the WM Region</p>	<p>Achieved</p> <p>Achieved</p> <p>Not done yet - carry forward 2009/10</p>	
Provision of training in neonatal transport for neonatal SpRs	<p>Establish SpR training days</p> <p>Contribute to established programmes for SpRs</p> <p>Develop a training and competency portfolio</p> <p>Develop a mentoring system for SpRs by the transport consultants</p> <p>Provide 1 or 2 week attachments with the NTS</p>	<p>Achieved</p> <p>Planned and links made</p> <p>Achieved</p> <p>Achieved 2009/10</p>	
Expand the range of guidelines	<p>Complete guidelines in progress and gain approval from the relevant bodies.</p> <p>All NTS Members to be involved</p>	<p>In progress</p> <p>Achieved</p>	
Establish a robust system of clinical governance	<p>In addition to the recommendations in the NTS operational policy:</p> <p>Regular monthly meeting will take place to discuss all incidents and cases</p> <p>Attendance at the monthly NNU (BWH) clinical governance meeting</p> <p>Regular appraisal of NTS staff</p>	<p>Achieved</p> <p>Achieved - SWMNN 1/4rly meeting</p> <p>In progress</p>	
Complete audit of NTS activities	<p>List of audit topics to be drawn up and distributed to all team members</p>	<p>In progress</p>	
Improve communication with all neonatal units served by the NTS in both networks	<p>Establish a system of annual or biannual visits by NTS team members to each unit</p>	<p>Achieved in 2008/09</p>	
Development of a Call Centre	<p>Develop a system of twice daily update of cot availability throughout the WM Region</p>	<p>Achieved</p>	
Production of an Annual Report	<p>In progress</p>	<p>Achieved</p>	

Maternity Objectives

Highlight Report	Project		To create 5-year plan for Quality, Safety and Sustainability		
	Budget status	Period covered	Dec-08	to	Mar-09
Completed by Nina Spofforth	Aim of workstream	Key task with measures	Products that were to be completed during period	Products completed during the period	Products to be completed during next period
1.1 Dataset group	To collect obstetric data from units across the network that will inform service planning	A dataset completed by all 6 Maternity Network units	Collect and analyse Robson Group data.	2 units have had difficulty in collecting this data.	Discuss with all units the value of common data collection and plan accordingly.
1.2 Guidelines group	To publish a book of obstetric guidelines	27 guidelines submitted to BCGP	Submit 6 guidelines to BCGP. Meet in January to discuss next steps.	Meeting postponed to March 16th.	Present guidelines at meeting on 16th March. Agree next guidelines to be completed.
1.3 Workforce group	To create a plan for workforce development around the EWTD and other factors set to impact on maternity services in the next 5 years	A plan for workforce development	Use Trinetwork event to progress this work. Create workforce plan.	Workforce meeting planned for April to link Maternity Network workforce planning to the WM strategy.	Hold meeting to link the work of SSBC maternity units towards addressing the EWTD and creating a plan.
1.4 Training group	To share good practice in the training of the maternity workforce and to build a network workforce training plan	A plan for workforce training informed by common working and shared ideas	Establish a work plan for the group. Hold perinatal event.	This work now linked to the NLS work of the Newborn Network resuscitation group.	Engage people with a role in practice development in the NN efforts to train all midwives in NLS.
1.5 Education group	To share good practice in the education of the maternity workforce and to build a network workforce education plan	A plan for workforce education informed by a series of perinatal education events	Hold perinatal event.	Perinatal event took place with positive feedback.	Hold a second perinatal event in July 09.
1.6 IUT research project group	To supply reliable information about the clinical outcomes and service user opinions of IUT that will inform service planning	3 published research papers around IUT	Clarify ethics issues. Introduce printed IUT form with outcome label. Begin service user research.	Research project start delayed due to illness. Will begin in April. IUT pack (form, labels, etc.) use to begin in all units April 09.	Launch research project. Establish one project champion at each unit.
1.7 Maternity Matters group	To build a network strategy for compliance with Maternity Matters	A network-wide plan for compliance with Maternity Matters	Discuss at the Trinetwork. Create a Maternity network Maternity Matters plan.	This was discussed at trinetwork. This work will be incorporated into Workforce Group work.	Incorporate into the work of the Workforce Group.
1.8 Management group	To facilitate management input into the 5-year plan for Quality, Safety and Sustainability	A plan for joined-up working towards quality, safety and sustainability	Use Trinetwork to engage this group.	This group has now been invited to join the workforce group - meeting April 09.	Engage this group in the work of the Workforce Group.
1.9 Service user group	To facilitate service user input into the 5-year plan for Quality, Safety and Sustainability	A plan for joined-up working towards quality, safety and sustainability	Use Trinetwork to engage this group.	No progress as yet.	Explore with parent contacts the possibilities for this group.
Other	To provide opportunities for stakeholders to network, to find information and to share good practice.	To hold a West Midlands Tri-network event.	Trinetwork event to take place in January.	Trinetwork event took place with a packed programme and good feedback.	Maintain contacts. Consider means of encouraging attendance at network events.