

## Review of Progress against the 2017-19 Work Programme

### Introduction

The Staffordshire, Shropshire & Black Country Neonatal Operational Delivery Network (SSBCN ODN ) is one of 11 neonatal operational delivery networks in England. In 2017/18 the SSBCN ODN consists of the Neonatal Services provided by the following five NHS Trusts:

- Royal Wolverhampton Hospital NHS Trust
- University Hospitals of North Midlands NHS Trust
- Shrewsbury and Telford Hospital NHS Trust
- Walsall Healthcare NHS Trust
- Dudley Foundation Hospital NHS Trust

Operational Delivery Networks will:

- Ensure effective clinical flows through the provider system through clinical collaboration for networked provision of services.
- Take a whole system collaborative provision approach to ensuring the delivery of safe and effective services across the patient pathway, adding value for all its stakeholders.
- Improve cross-organisational multi-professional clinical engagement and patient/carer engagement to improve pathways of care.
- Enable the development of consistent provider guidance and improved service standards, ensuring a consistent patient and family experience.
- Focus on quality and effectiveness through facilitation of comparative benchmarking and auditing of services, with implementation of required improvements.
- Fulfil a key role in assuring providers and commissioners of all aspects of quality as well as coordinating provider resources to secure the best outcomes for patients across wide geographic areas.
- Support capacity planning and activity monitoring with collaborative forecasting of demand, and matching of demand and supply.

**In addition to the specific 2017/18 work programme identified on the next page the SSBCN ODN undertook the following activities;**

Arranged joint annual meetings in March / April 2018 with the WM Maternity Clinical Network to meet with the neonatal and maternity services in each Trust to discuss Trust specific issues in order to identify and provide appropriate network support.

Activity, outcomes, and benchmarking neonatal service performance in NNAP, adherence to care pathways and parent's experiences of neonatal services were monitored and reported quarterly in 2017/18 along with shared learning from serious clinical incidents within each Trust and the WMNTS to the network board.

The annual audit and quality improvement competition to share learning across the network is arranged to take place in May 2018.

The network collection of neonatal clinical guidelines was reviewed and updated, the 2017-19 edition was circulated in early 2018.

The annual network neonatal nurse foundation programme was facilitated by the network practice educators, the foundation nurses graduated in September 2017 and the next programme commenced in February 2018. A number of successful network study days were held in 2017/18.

SSBCN ODN organised and hosted the annual joint Perinatal Mortality Education event with SWMMN ODN in October 2017 and the Annual Midlands and East Perinatal Conference with the other neonatal ODNs in January 2018.

**The SSBC Neonatal ODN work programme for 2017/18 reflects the Recommendations of the WM Neonatal Service Review  
(See Appendix for further details)  
SSBCN ODN Work programme 2017-19**

	<b>Work stream</b>	<b>Action Plan</b>	<b>Lead(s)</b>	<b>Timescale</b>	<b>Engagement</b>
1.	<b>Capacity &amp; Demand</b>	<p>Develop an implementation plan detailing the ODN's work programme arising from the WM Neonatal Service Review Recommendations Report specifically Recommendation 1 which will include inputting into the activity planning principles and adjustments to advise cots required at each unit for right baby, right cot and right time.</p> <p>Support the Maternity and Neonatal Services in Wolverhampton, Dudley, Stoke and Telford to develop and implement the Preterm Premature Rupture of Membranes (PPROM) project to include Women booked at Dudley and Telford at risk of delivering below 27 weeks gestation.</p>	Ruth Moore & Babu Kumararatne		<p>Provider units WMNTS NHS England Area team WM Maternity CN</p>
1.	<b>Review of Progress</b>	<p>The ODNs met with the West Midlands Specialised Commissioner in May 2017 to review 2016/17 neonatal service activity levels and suggest the number of cots required in each unit to accommodate this activity at 85% occupancy. The SSBCN ODN monitors and reports the neonatal service activity levels against contracted activity levels and occupancy levels against declared cot base in each neonatal service quarterly, this is reviewed at the quarterly network board. Specialised commissioners are represented at the network board.</p> <p>The need for babies less than 27 weeks gestation to be born in a maternity service with an NICU has been shared with each Local Maternity System (LMS) in the SSBCN ODN area. It has been identified with LMS's that maternity care pathways between providers need to be developed to enable shared care for this group of women to support their babies being born in the right setting. The PPROM project has been shared with the LMS's.</p> <p>Work by Simon Jenkinson, Lead Obstetrician, WM MCN has been supported by the SSBCN ODN, this uses national ONS birth data broken down by gestational weeks to demonstrate the number of babies likely to be born at each gestation and therefore the number of women requiring IUTs between LNU's and the NICUs. This modelling work has been shared with the LMS's to support their capacity and demand planning.</p>			



		<p>Trust level 2015 MBRRACE reports have now all been received and a summary of any cross cutting themes will be fed back and discussed at the Mortality review group meeting in May 2018.</p> <p>The national tool has been released in March 2018 all units have been made aware.</p> <p>NHS England QST gave a presentation at the July 2017 AGM regarding the forthcoming peer review process. All units were encouraged to participate as reviewers in the process. A workshop about the peer review visit was facilitated by Ruth Moore on the network Senior Nurses Study Day in Oct 2017. Ruth and Babu attended all the SSBCN unit visits which were held in Jan and Feb 2018.</p> <p>No further work has been taken forward by the WM maternity CN regarding the fetal medicine cardiac care pathways in 2017/18.</p>			
3.	<b>Parent, Carer &amp; Public Participation</b>	<p>Develop an implementation plan detailing the ODN's work programme arising from the WM Neonatal Service Review Recommendations Report specifically Recommendation 9</p> <p>Work with SWM Neonatal ODN to develop and implement a joint Patient Voice and Insight role across both ODNs</p>	Sarah Carnwell		<p>PPI reps Provider units</p> <p>SWMN ODN</p>
3.	<b>Review of Progress</b>	<p>The previous SSBCN ODN parent passport was updated and re-launched in June 2017 as "Our neonatal journey" for use across both SSBC and SWM neonatal ODNs, the updated version accommodates the developing family integrated care practices across both networks. Free car parking for parents was achieved across SSBCN ODN. Neonatal units were supported to send one member of staff each on the BLISS FINE course in Sept 2017 and a workshop was held on the Senior Nurses SD to share unit's plans for FIC in SSBC.</p> <p>The previous SWMN ODN PVI job description is being reviewed and refreshed in April 2018 with a view to implement a joint post across both networks subject to sufficient ODN funding being confirmed with the commissioner.</p>			
4.	<b>ODN Structure</b>	<p>Complete the recruitment of a new lead clinician during 2017/18</p> <p>Review data analyst and clinical effectiveness / audit lead requirements and present proposal for agreement to network board</p> <p>Develop ODN transition plan with the other ODNs regarding the changes to the ODN boundaries.</p> <p>Develop an implementation plan detailing the ODN's work programme arising from the WM Neonatal Service Review Recommendations Report specifically Recommendation 4 which will include developing an integration plan for the additional Trust(s) coming in to the SSBC Neonatal ODN during 2017/18.</p>			<p>Provider units WMNTS Area team WM Maternity CN Host organisation (UHNM) SWMMNN</p>

		Identify any additional resources required in order to deliver the larger ODN and identify how this will be funded.			
4.	<b>Review of Progress</b>	<p>The SSBCN ODN Chair conducted a process which led to the lead Clinician being re-appointed from January 2018.</p> <p>A joint Clinical effectiveness and audit lead role was introduced in 2017/18, being shared by two neonatologists with defined responsibilities within the role. The joint data analyst on a 1 year fixed term contract left during 2017, SSBC and SWM neonatal ODN aim to recruit a permanent data analyst in early 2018/19 subject to commissioners confirming the ODN budgets.</p> <p>The transition plan and implementation plan was developed and has been completed during the final quarter of 2017/18. Birmingham City Hospital joins SSBCN ODN from 1<sup>st</sup> April 2018.</p>			