

## Review of Progress against the 2016/17 Work Programme

### Introduction

The Staffordshire, Shropshire & Black Country Newborn and Maternity Network (SSBCNMN) is one of 11 neonatal operational delivery networks in England. The SSBCNMN consists of the Neonatal and Maternity 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 & improved service standards, ensuring a consistent patient and family experience.
- Focus on quality & effectiveness through facilitation of comparative benchmarking & 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 progress made against the specific 2016/17 work programme the SSBCNMN undertook the following activities;**

The annual network visits with the neonatal and maternity services in each Trust to discuss Trust specific issues in order to identify and provide appropriate network support took place in March 2017

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 2016/17 along with shared learning from serious clinical incidents within each Trust and the WMNTS to the network board.

An annual audit and quality improvement projects competition to share learning across the network from neonatal and maternity clinical audits, this was held on 14 March 2017.

The network collection of obstetric clinical guidelines were reviewed and updated in 2016/17, these are with the printers and will be circulated to each Trust in April 2017. The South West Midlands Maternity and Newborn Network collaborated with SSBCNMN for the first time with this 4<sup>th</sup> edition of the Obstetric guidelines. Work commenced on the two yearly review of the neonatal guidelines which are due to be published at the end of 2017.

The annual network neonatal nurse foundation programme was facilitated by the network practice educators, the foundation nurses graduated in August 2016 and the next programme commenced in March 2017. A number of network study days were held in 2016/17.

The annual joint Perinatal Mortality Education event with SWMMNN was held in October 2016 and the Annual Midlands and East Perinatal Conference with the other neonatal ODNs was held in January 2017. It is SSBCNMN's turn to host both of these events in 2017/18

## SSBCNMN Work programme 2016/17

|    | Work stream                  | Action Plan   | Lead(s)  | Timescale  | Engagement   |
|----|------------------------------|---|--|--|--|
| 1. | <b>Capacity &amp; Demand</b> | <p>Participate in the West Midlands Neonatal Service Review to ensure capacity and demand issues in SSBCNMN are addressed</p> <p>Review the Report of the National Maternity Service Review with Providers and the SCN to identify developments required in SSBCNMN</p> <p>Embed the Preterm Premature Rupture of Membranes (PPROM) Project into normal practice for Women booked at Walsall at risk of delivering below 28 weeks gestation.</p> <p>Develop 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> <p>Support the re-negotiation of neonatal surgical contracts for babies from SSBCNMN with Alder Hey Children's NHS Foundation Trust to include transport.</p>  | <p>Ruth Moore &amp; Babu Kumararatne</p> <p>Adam Gornall</p> <p>Adam Gornall &amp; Ruth Moore</p> <p>Adam Gornall &amp; Ruth Moore</p> <p>Ruth Moore</p> | <p>Apr 2016 – Mar- 2017</p> <p>Apr 2016 – Mar 2017</p> <p>Apr 2016</p> <p>Mar 2017</p> <p>Oct 2017</p> | <p>Provider units<br/>WMNTS<br/>Area team<br/>WM Maternity Clinical Network (Previously SCN)<br/>Other neonatal ODNs<br/>NHS England</p> |
| 1. | <b>Review of Progress:</b>   | <p>The West Midlands Neonatal Service Review Recommendations Report was published and circulated in February 2017. The first recommendation is for providers to plan their cot capacity to be occupied at 85% of full capacity.</p> <p>The Report of the National Maternity Service Review: Better Births, was published at the end of February 2016. The maternity group reviewed this at their July 2016 meeting. Each trust was undertaking a gap analysis and was requested to forward a copy of this with their action plan to the network, none have been received by SSBCNMN. The WM MCN is currently supporting the setting up of the local maternity systems (LMS), SSBCNMN was represented at both the Staffordshire and the Shropshire LMS launch meetings in Feb and March 2017 respectively.</p> <p>The PPRM project is embedded into normal practice between Wolverhampton and Walsall.</p> <p>Development of PPRM -Following the network annual visits in March Dudley &amp; Wolverhampton are working on the practicalities of implementing this. Telford &amp; Stoke – work is required between the services to agree the practicalities to support the implementation of this across a wider geographical distance.</p> <p>A teleconference with the North West Neonatal ODN (NWN ODN) and NWN ODN commissioner regarding the neonatal surgical contracts for babies from SSBCNMN with Alder Hey Children's NHS Foundation Trust to include transport. This continues to be reviewed within the review of NICU services in the NWN ODN.</p> |  |  |  |

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| 2. | <b>Clinical Governance, Quality &amp; Risk</b> | <p>Review Trust level 2013/2014 Perinatal Mortality Reports to identify any cross cutting themes to improve mortality rates in SSBCNMN</p> <p>Review SSBCNMN Perinatal Mortality in 2014 MBRRACE-UK Report and Review SSBCNMN SMR in National Neonatal Data Analysts Unit (NDAU) Mortality Reports</p> <p>Support the development of external scrutiny in each Trust's perinatal mortality review process</p> <p>Develop a neonatal service peer review process with SWMMNN</p> <p>Develop fetal medicine surgical care pathways</p> <p>Compare and develop agreed maternity network dashboard including clinical indicators</p> <p>Review recommendations for SSBCNMN from the WMQRS Strategic Review of care of Newborn Babies who may need Surgery and develop appropriate action plan</p>   | <p>Babu Kumararatne<br/>Adam Gornall</p><br><br><br><br><br><p>Ruth Moore</p> <p>Adam Gornall</p> <p>Adam Gornall</p> <p>Ruth Moore</p> | <p>May 2016</p><br><br><br><br><br><br><br><br><p>August 2016</p><br><br><br><br><p>Nov 2016</p> <p>Oct 2016</p> <p>Dec 2016</p> <p>Dec 2016</p> <p>Dec 2016</p> | <p>MBRRACE-UK<br/>NDAU<br/>Provider units<br/>WM Maternity Clinical Network (Previously SCN)</p><br><br><br><br><br><br><br><br><br><br><p>SWMMNN<br/>Provider Units<br/>NHS England</p> |
| 2. | <b>Review of Progress:</b>                     | <p>Trust level 2013/14 perinatal mortality reports were reviewed and recommendations were discussed at the network mortality review sub group meeting.</p> <p>The 2014 MBRRACE-UK Perinatal Surveillance Report and the NDAU Mortality reports were reviewed and findings reported and discussed at the network mortality review sub group meeting.</p> <p>Units have been encouraged to introduce external scrutiny in to their mortality review processes supporting visiting clinician's time through reciprocal arrangements.</p> <p>SWMMNN neonatal units completed the shared web based standards assessment tool in March/April 2016 enabling benchmarking between SSBCNMN and SWMMNN. A national neonatal service peer review process is being undertaken by NHS England's Quality Surveillance Team in 2017.</p> <p>Meetings have commenced to develop common fetal medicine care pathways. The group have agreed to initially develop four pathways, Gastroschisis, Exomphalos, Cardiac and CDH. This work is on-going in 2017</p> <p>Examples of each Trusts maternity dashboards have been collated and shared across the SSBCNMN. There is a national maternity dashboard in development. This work will be taken forward with the WM MCN in 2017.</p> <p>Morbidity and Mortality associated with neonatal surgery in the West Midlands was presented at the Joint Perinatal Mortality and Morbidity Education Event in October 2016</p> |   |  |  |

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| 3. | <b>Parent, Carer &amp; Public Participation</b> | <p>Finalise and publish the Network Information Leaflet for Pregnant Women</p> <p>Facilitate SSBCNMN PPI participation in the West Midlands Neonatal Service Review</p> <p>Facilitate SSBCNMN PPI participation in the review and update of the fourth edition of the network obstetric guidelines due to be published in 2017</p>  | <p>Ruth Moore &amp; Adam Gornall</p> <p>Sarah Carnwell</p> <p>Sarah Carnwell</p>           | <p>June 2016</p> <p>Apr 2016 – Mar 2017</p> <p>May 2016</p>       | <p>Provider units</p> <p>PPI reps</p> <p>Provider units</p> <p>WM Maternity Clinical Network</p> <p>PPI reps</p>  |
| 3. | <b>Review of progress:</b>                      | <p>The network information leaflet for pregnant women has been finalised.</p> <p>The PPI group actively participated in the WM neonatal service review.</p> <p>No PPI feedback was obtained in the review and update of the fourth edition of the network obstetric guidelines.</p>   |  |   |   |
| 4. | <b>ODN Structure</b>                            | <p>Embed new roles in network structure to facilitate delivery of the network objectives/priorities in 2016/17 (Network Educator, Quality Improvement Lead, Data Analyst -1 year fixed term post)</p> <p>Develop lead obstetrician &amp; lead clinician succession plan process for board approval</p> <p>Participate in the West Midlands Neonatal Service Review of ODN boundaries, structure and functions</p>   | <p>Ruth Moore</p> <p>Ruth Moore</p> <p>Ruth Moore, Babu Kumararatne &amp; Adam Gornall</p> | <p>Apr – Oct 2016</p> <p>June 2016</p> <p>Apr 2016 – Mar 2017</p> | <p>Provider units</p> <p>WMNTS</p> <p>Area team</p> <p>WM Maternity Clinical Network (Previously SCN)</p> <p>Host organisation (UHNM)</p> <p>SWMMNN</p> |
| 4. | <b>Review of Progress:</b>                      | <p>The new roles in the network structure are in post and becoming embedded. The data analyst role is fixed term until end of July 2017, further work is required with SWMMNN in 2017 to identify funding to introduce a permanent data analyst working across both neonatal ODNs. The impact of a permanent data analyst role on the SSBCNMN Clinical Effectiveness / Audit Lead roles needs to be reviewed and proposal developed for consideration by the network board in 2017/18</p> <p>The Lead Clinician role succession plan was approved by the network board in 2016. The Lead Obstetrician role in SSBCNMN will no longer exist from the end of the current post holder's tenure at the end of March 2017 due to changes agreed in the function and remit of the neonatal ODN's from 1<sup>st</sup> April 2017.</p> <p>SSBCNMN participated in the WM Neonatal Service review which has made a recommendation to changes to the neonatal ODN boundaries. A discussion paper on the changes of focus from newborn and maternity to specialised neonatal care from 1<sup>st</sup> April 2017 with the WM MCN taking a lead on Maternity and normal newborn work was discussed at the network board in January and at the network annual visit meetings with each trust in March 2017</p> |  |   |   |