

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

# Review of Progress BUSINESS PLAN 2014-15

## Network Objectives 2014 – 2017

- Objective 1 High Quality data and information to support high quality care
- Objective 2 Best Care For babies and families
- Objective 3 The network is fit for purpose and able to demonstrate added value

## Key Objectives in 2014/15

1. To identify and share good practice in neonatal mortality review process in SSBCNMN
2. To update the network standards assessment on-line tool and develop a peer review process
3. To develop a network maternity service Key Performance Indicator Benchmark report
4. To review parent's experiences of neonatal services and women's experiences of maternity services within the SSBCNMN
5. To review neonatal in-service education provision within the SSBCNMN

## Introduction

The 2014/15 business plan identified the network objectives to be achieved during the subsequent 3 years, the objectives reflected the progress against the previous year's business plan. The priorities of the network continue to take into account the 8 principles within the Toolkit for High-Quality Neonatal Services and the NICE Quality Standards- 'Specialist Neonatal Care'. A key focus had been placed upon meeting the objectives of the neonatal operational delivery network as set out in the NHS Commissioning Board Service Specification for Neonatal Care Operational Delivery Networks

It was not intended that all areas identified in the work programme would be completed within one year. Below is the review of progress against the overall network's objectives in the 2014/15 Business Plan.

Objective 1 High Quality data and information to support high quality care							
	Reference	Intention	Work programme	Audit Indicators	Lead Responsible	Review Date	Progress Review March 2015
1.1	Toolkit Principles 1, 7,8 Neonatal ODN Service Specification	To ensure patient care is coordinated and follows agreed pathways of care  To monitor and report on exceptions to care pathways.	Monthly collection of in utero and ex utero exceptions to care pathways collected from each Trust and collated into quarterly reports to the network board, QIPP and Maternity Network meetings	Quarterly network reports at board, QIPP and Maternity Network meetings	Ruth Moore Network Manager/ Lead Nurse	April 2015	Completed In-utero and Ex-utero exception information requested from each Trust & information obtained collated and reported quarterly
1.2	Toolkit Principle 8 The NHS Outcomes Framework Neonatal ODN Service Specification	To include obstetric review of appropriate neonatal cases in the network neonatal mortality review process  To identify and share good practice in neonatal mortality review process	Work with maternity network to ensure obstetric input in the neonatal mortality review process  Mortality Review Sub group to observe the neonatal mortality review process in each Trust	Obstetric review included in the quarterly neonatal mortality report	Adam Gornall Lead Obstetrician  Babu Kumararatne Lead Clinician	April 2015  April 2015	Completed Obstetric information included in neonatal cases reviewed  Nearly Complete-4 of the 5 Trusts processes have been reviewed
1.3	NICE Specialist Neonatal quality standards Toolkit Principle 7.1 Neonatal ODN Service Specification	To develop the network standards assessment in to a peer review process	To upgrade the network standards assessment online system to enable additional Networks to participate. Modernise design so that Staff can use the system with minimum training, accessing it with PC's, laptops and tablet devices. Add a higher level of secured access.  Identify and agree peer review documentation and process utilising the network standards assessment tool	Reports from upgraded standards assessment tool reviewed at QIPP and Board meetings  Network standards assessment peer review process agreed, implemented and reported at the network board	Ruth Moore Network Manager/ Lead Nurse	April 2015	Completed Network SAT has been updated and is ready to launch with SWMMNN too.  Carry forward and develop project plan for Peer review process in 2015/16 with SWMMNN

1.4	Toolkit Principle 7.13 Neonatal ODN Service Specification	To strengthen the process to review and share learning outcomes from individual unit serious untoward incidents (SUIs)	Quarterly collection of learning from all neonatal SUIs from each Trust. Network Manager to review and collate a quarterly anonymous report to discuss at QIPP meeting and circulate to all units  Identify a process for reporting shared learning from maternity SUIs with the maternity network  Ensure a standard definition for SUIs is used by all units when reporting SUIs to the network	Shared learning of SUIs from all neonatal units is recorded in QIPP group minutes and circulated to all units  An agreed process is recorded in the maternity network meeting minutes  A standard definition for SUIs is circulated to all units	Ruth Moore Network Manager/ Lead Nurse  Adam Gornall Lead Obstetrician	April 2015	Completed Shared learning from SUI's information requested from each Trust and information obtained collated and reported quarterly  Commenced collecting information at network visits - Carry forward to 2015/16
1.5	Toolkit Principle 1, 7 & 8 NICE Specialist Neonatal quality standard 8 CQUIN NNAP The NHS Outcomes Framework Neonatal ODN Service Specification	To monitor neonatal service quality performance  To develop a network maternity service Key Performance Indicator Benchmark report	Report key findings from the quarterly neonatal service quality performance benchmark at the network board  Work with RCOG and the Trusts to develop a Network Maternity service Key Performance Indicator Benchmark report	Minutes of the quarterly board meetings identify the quarterly neonatal service quality performance benchmark report has been presented and discussed  Network Maternity service KPI Benchmark report presented at network meeting	Melanie Sutcliffe Network Clinical Effectiveness Lead  Adam Gornall Lead Obstetrician	April 2015	Completed  Commenced collecting information at network visits - Carry forward to 2015/16
1.6	Toolkit Principle 8 NICE Specialist Neonatal quality standard 9 The NHS Outcomes Framework	To monitor, analyse and report the 2 year outcomes of babies less that 31 weeks gestation and/or less than 1250gms who	Long term follow up group to analyse and report on the 2 year outcome data obtained on babies in SSBCNN and the coverage of Bayley	An annual report on the 2 year outcomes of babies in SSBCNN circulated and reported on at the	C Halahakoon Chair long term follow up group	April 2015	Completed

	Neonatal ODN Service Specification	have received care in SSBCNN	screening in the network	network board			
1.7		To monitor, analyse and report the outcomes following IUT within the SSBCNMN	Update the report on IUT outcomes in the network annually	IUT outcomes presented at network meeting	Adam Gornall Lead Obstetrician	Apr 2015	Completed, IUT audit data presented at Annual joint perinatal mortality and morbidity meeting Oct 2014

### Objective 2. Best care for babies and families

	Reference	Intention	Work programme	Audit Indicators	Lead Responsible	Review Date	Progress Review March 2015
2.1	NICE Specialist Neonatal care standards 7,11,12 & 13 Toolkit Principle 3 Neonatal ODN Service Specification	Decisions made by the SSBCNMN are informed with users views  To review parent experiences of neonatal services within the SSBCNMN  To review women's experiences of maternity services within the SSBCNMN	Re-launch network parent representatives group  Support network parent representatives to review the findings from the 2 <sup>nd</sup> National Survey of parents experiences of neonatal services when the report is published  Collate and review the findings from the Friends and Family Test on maternity Services in the SSBCNMN		Sarah Carnwell Network Administrator	Apr 2015	Completed Network PPI group meeting regularly  Commenced and will complete in Apr/May 2015  Completed – collated F&F test reported in network quarterly performance benchmark report
2.2	Toolkit Principle 4.5	Implement a single point of telephone contact for clinical advice, cot/maternal bed availability and the transfer service available 24/7	Work with ODNs, SCN, and commissioners to develop and agree how to implement a 24/7 single point of telephone contact	Action plan minuted in Joint Transport Group Meeting Minutes	Lee Abbott SSBCNN Transport Lead	Apr 2015	Continued - Attended Stakeholder meeting 1 May 2014 – Carry forward 2015/16

2.3	Neonatal ODN Service Specification	Clinical audits improve the quality of care for women, babies and their families across the network	<p>Facilitate an annual network audit competition</p> <p>Collate a list of all Obstetric audit leads within the SSBCNMN</p> <p>Collate an annual list of all neonatal and obstetric audits undertaken in the SSBCNMN</p> <p>Coordinate an annual network wide audit</p>	<p>Audit competition winners are announced in the network</p> <p>A list of all obstetric and neonatal audits is available in the network</p> <p>A report from the annual network audit is discussed at the Maternity and QIPP groups and circulated to all units</p>	Alison Moore Network Audit Lead	Apr 2015	<p>Completed annual audit competition</p> <p>Not completed</p> <p>Not completed</p>
2.4	Neonatal ODN Service Specification	Standardised network clinical guidelines improve the quality of care for women, babies and their families across the network	<p>Work with the southern west midlands maternity and newborn network to review and update the existing neonatal guidelines for publication of the 6<sup>th</sup> edition in Winter 2015</p> <p>Review and update the existing obstetric guidelines for publication of the 3<sup>rd</sup> edition in Spring 2015</p> <p>Work with the WM Strategic Clinical Network to submit the network guidelines through the NICE accreditation process</p>	<p>Network Neonatal and Obstetric guidelines are updated and published every 2 years following the bedside clinical guidelines methodology</p> <p>Feedback from NICE on the submission is recorded in the guidelines groups minutes</p>	<p>Kate Palmer Chair Neonatal Guidelines</p> <p>Carol Hollington Chair Obstetric Guidelines</p> <p>Ruth Moore Network Manager/Lead Nurse</p>	Apr 2015	<p>Commenced – continue to publication in 2015/16</p> <p>Completed</p> <p>Completed – submission made to NICE awaiting their outcome in 2015/16</p>
2.5	Neonatal ODN Service Specification	A programme of education and training is provided within the network to meet the training needs of staff	<p>Training needs of staff in the network are surveyed periodically</p> <p>Arrange, advertise and hold a programme of study days in the network based on identified training needs of staff</p>	Identified training needs, network study days and neonatal foundation nurse programmes that have been held are discussed and	Network Practice Educators	Apr 2015	<p>Completed</p> <p>Completed</p>

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Draft

April 2015

			A network neonatal foundation nurse programme is run to meet the needs of newly appointed nurses within the neonatal units in the network	recorded in the education and workforce development group meeting minutes			Completed
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<b>Objective 3: The network is fit for purpose and able to demonstrate added value</b>							
	<b>Reference</b>	<b>Intention</b>	<b>Work programme</b>	<b>Audit Indicators</b>	<b>Lead Responsible</b>	<b>Review Date</b>	<b>Progress Review March 2015</b>
3.1	World Class Commissioning Neonatal Toolkit pp 18 +19	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 Quarterly updates reported to the Network Board	Ruth Moore Network Manager/ Lead Nurse	Apr 2015	Completed
3.2	NICE Specialist Neonatal Care Standard 2 Neonatal Toolkit Neonatal ODN Service Specification	To develop the SSBCNMN in line with national and local guidance	Review progress against the ODN Governance Framework gap analysis action plan	Progress reported to the network board	Ruth Moore Network Manager/ Lead Nurse	Apr 2015	Completed
3.3	Toolkit Principle 1	To review patients understanding of how neonatal services are organised in SSBCNMN	Survey how Trust's inform women and their families about the SSBCNN and how the network leaflets are used.  Develop a standard leaflet for all parents whose babies are admitted to neonatal units in West Midlands (WM) regarding moving babies between neonatal units based on clinical need in conjunction with the other ODNs in WM	Report of the findings presented at network QIPP, Maternity and board meetings  Agreed standard leaflet is circulated to all neonatal units in the SSBCNMN	Ruth Moore Network Manager/ Lead Nurse	Apr 2015	Completed, updated network leaflet ready to distribute in Apr/May 2015
3.4	Neonatal Toolkit pg 18 +19 Neonatal ODN Service Specification	To develop effective working relationships with the specialised and local commissioners  To influence neonatal and maternity service issues being taken forward	Review membership and attendance of commissioners at the network board and other sub group meetings as appropriate  Agree of the content of the commissioners report to the quarterly network board	Updates of progress recorded in the network board minutes  Quarterly commissioners reports recorded in the network board meeting minutes	Ruth Moore Network Manager/ Lead Nurse	Apr 2015	Commenced – work in progress – continue in 2015/16
3.5	Toolkit Principle 1 The NHS Outcomes Framework Neonatal ODN Service Specification	To develop the network workforce required to deliver the network work programme  To review the 3 year	Draft a discussion paper outlining the options for renewing the lead clinician role for discussion and agreement at the network board	Discussion paper circulated and minutes from the network board reflect the agreement made regarding the lead	Ruth Moore Network Manager/ Lead Nurse	Apr 2015	Completed

		tenure of the lead clinician role  To review neonatal in-service education provision	Undertake a review of neonatal in service education support and make recommendations for changes if required	clinician role  The review with recommendations is reported to the education & workforce development group and the network board	Lynsey Clarke Network Practice Educator		Completed
3.6	Neonatal ODN Service Specification	To publish an annual report detailing all the activities in the Network in 2013/14  Present the annual report at an annual general meeting for approval by all stakeholders	Collate information from all network sub groups and activity/outcomes data from each unit's individual annual report into a network annual report  Arrange an AGM open to all stakeholders to attend	2013/14 Annual Report Published, circulated and available on the network's website  Minutes from AGM circulated and available on the network's website	Sarah Carnwell Network Administrator	Apr 2015	Completed  Completed
3.7	Neonatal ODN Service Specification	To provide a forum for Trusts to discuss neonatal and maternity services issues with the network management team	An annual programme of individual Trust visits by the network management team is arranged  Reports of each visit are agreed with those present and circulated to the Trust's Chief Executive for information	Reports of each Trust visit is sent to the Trust's Chief executive	Ruth Moore Network Manager/Lead Nurse	Apr 2015	Completed in Feb 2015  Draft report prepared to circulate to Trusts in May