

**South West Neonatal Operational Delivery Network
2020/21 Work Programme**

Overview: The aim of the work programme is to deliver identified outcomes to achieve high quality, safe, effective and sustainable neonatal services in the South West; assured throughout the neonatal care pathway.

Objective	Risk/Dependencies	Due Date	ODN Actions	LMS Actions	ODN Lead	KPI's / Key Milestones/Measure	RAG rating
Agree and Deliver Local Implementation Plans							
Develop and Deliver SW Neonatal ODN Implementation Plan for National Neonatal Transformation Review with accompanying stakeholder and engagement plans	Document published late in Dec 2019 so delivery dates not aligned with those in national plan	Winter 2020	<ul style="list-style-type: none"> · Lead development of the plans supported by STPs via their LMS's, maternity networks and regional Spec Com Leads. · In partnership with LMS develop and agree an outline 5 year Neonatal Review Implementation plan for the SW. · Ensure good LMS engagement and support to enable implementation. · Develop detailed plans to engage with patients and public where relevant for review implementation. · Support development of Commissioning Plans by NHSE based on implementation plan. 	<ul style="list-style-type: none"> · Work in partnership with the ODN to develop and agree 5 yr plan. · To provide oversight, assurance and support. · Provide support and input as required on the necessary Maternity elements of the plan. 	Network Manager	<ul style="list-style-type: none"> · Agreed SW Implementation plan with accompanying stakeholder and engagement plans 	
Ensure Neonatal Integration into Maternity Planning							
Integrate Neonatal Planning into Maternity Systems.	<p>Consistent and Continuous ODN and Neonatal Engagement in 6 Regional LMS's.</p> <p>Resources to enable true and meaningful engagement.</p> <p>Appointment of local Neonatal LMS Leads.</p> <p>Poor LMS engagement with Neonatal Agenda.</p>	Ongoing	<ul style="list-style-type: none"> · To ensure ODN representation at Regional Maternity Transformation Board and Maternity and LMS Steering Groups. · To ensure that ODNs are demonstrably a key part of the planning and monitoring process for Maternity Transformation. · To coordinate Neonatal Leads/Neonatal Safety Champions+D20 on LMSs to ensure awareness of regional agenda. · To ensure Perinatal Data is reviewed by Regional Maternity Boards. · Development of shared data protocols. · Engagement with SW Maternal and Neonatal Health Safety Collaborative. · Provide leadership for Neonatal Safety Champions and Neonatal LMS leads. 	<ul style="list-style-type: none"> · To take primary responsibility alongside ODNs that Neonatal planning is integrated into LMS system. · To ensure that Neonatal representation on LMS Boards is consistent and continuous. · To Review key Perinatal Indicators to include; Births <27 wks in maternity hospital with a designated NICU; Mortality; Completeness of PNMRT; Quality reports for investigations; ATAIN; National Quality Indicators 	Network Manager	<ul style="list-style-type: none"> · Protocol outlining how ODN & LMS planning is aligned and jointly agreed. · Cross attendance at meetings. · Neonatal agenda included in LMS's STP submissions 	Inadequate resource within the ODN for level of engagement in Maternity agenda that is required.

Neonatal Service Development - Capacity Review and Defining Clinical Pathways and Improving Quality							
Develop optimal patient pathways in SW to ensure right baby, right place, right time. If necessary redesign and expand neonatal critical care services to improve the safety and effectiveness of services and experience of families.	· Time period engagement and agreement of Provider Trusts	Oct 2020	<ul style="list-style-type: none"> · Undertake capacity review (including staff and cot capacity)with recommendations for regional configuration and cots by March 2021. · Develop optimal pathways for implementation by 2024. · Ensure all NICU'S & LNU's adhere to activity level recommendations unless geography suggests otherwise. · Sign off of plans by STP's, Spec Com, Regional Maternity Transformation Board. · Agree optimal pathways in line with national guidelines. · Ensure integration into STP reviews where required that impact on Neonatal Services. · Develop Regional capacity plan with all key stakeholders for 5 yrs based on capacity review · Map the impact of 22-24 week infants on capacity in SW 	<ul style="list-style-type: none"> · Work with ODNs to ensure there is an integrated approach to undertaking capacity review. · Ensure LMS strategies continue with mitigating strategies to keep babies out of NICU and reduce lengths of stay. · To work with STP estates teams to ensure that any requirement for capital development relating to extension of cots are included within capital planning. 	Network Manager	<ul style="list-style-type: none"> · Completed capacity review with Implementation plan. · Formal sign off 	
Improve mortality and outcomes for our extreme preterm population.	<ul style="list-style-type: none"> · Significant culture change required to achieve shared responsibility across region. · Inadequate obstetrics care resulting in low in utero transfers. · Regional % of in utero transfers subject to fluctuation due to low numbers 	March 2020	<ul style="list-style-type: none"> · Ensure Births <27 weeks, and under 800 grams are delivered in maternity hospitals with a designated NICU in the SW. · Continue programme of work to improve regional performance. To include; · Cross collaborative working with maternity, obstetrics and LMSs to change culture of acceptance of < 27 weekers in hospitals with a NICU - Senior Trust Engagement. · Report 'Reasons for delivery' in dashboard and audit to understand challenges in current pathway. · Engage Neonatal Safety Champions in programme of work and enable multi-disciplinary review by provider trusts of all babies born in the wrong place. · Engage in prevention of pre term labour and education of pre term labour to SW parents to be. · Partner with AHSN in delivery of PERIPREM project - to include education package to ensure regional understand of Pathway, FFN testing, pre term labour principles. · Regular reporting and review of performance to NHSE, LMS's and Provider Trusts. · Develop regional agreement in relation to BAPM 22 weeker framework and associated policies. 	<ul style="list-style-type: none"> · LMS to work with ODN/ Provider Trusts to default to admitting all women from the local regional network who may require care for their baby from the NICU rather than negotiating on capacity. 	Program Manager	<ul style="list-style-type: none"> · 85% of all <27 wk babies are delivered in a maternity hospital with a designated NICU in the SW. · Multi disciplinary review of all <27 wks born in centre without a NICU. 	Long term QI programme of work, low numbers & fluctuation
All Neonatal deaths to be investigated, Lessons Learned implemented and shared.	Lack of information flow from PMRT tool / CDOP to ODNs	March 2021	<ul style="list-style-type: none"> · Ensure all Neonatal deaths investigated with strong and appropriate ODN engagement and involvement. · Ensure ODN oversight of all Neonatal deaths. · Work with LMS to improve and standardise investigations. · Ensure lessons learnt and actions are included in transformation plans. 	<ul style="list-style-type: none"> · Ensure all Neonatal Deaths investigated. · Engagement of ODN in the process 	Clinical Lead	<ul style="list-style-type: none"> · ODN oversight of all Neonatal Deaths. 	No access to PMRT
Reduce unnecessary separation of mothers and babies across the SW.	Delays in development of TC Reduced focus on programme leading to increased admissions	March 2021	<ul style="list-style-type: none"> · Ensure CNST compliance. · Maintenance of South ATAIN Dashboard. · Quarterly highlight reports to NHSE. · Quarterly Dashboard to Trusts. · Learning and Sharing events throughout 2020/21 for ATAIN in SW. · SW Atain resource pack and BP. · Support continued development of TC in Provider Trusts. 	<ul style="list-style-type: none"> · Ensure development of TC and CNST Requirements 	Program Manager	<ul style="list-style-type: none"> · Avoidable term admissions<5% . 	

Ensure delivery of safe and sustainable NICU services across Bristol		Summer 2020	<ul style="list-style-type: none"> Continued involvement in the Bristol NICU review and development of Full Business Care. Continue to represent the Neonatal needs of the South West Region within the project group. Continue to ensure that the needs of Parents, infants and their families are at the forefront through the review. 	BSSNG to engage in the review process and subsequent work.	Clinical Lead/ Network Manager	<ul style="list-style-type: none"> FBC signed off by Summer 2020 	
Ensure delivery of safe and sustainable Neonatal Transport Services across the SW	Project Manager to start in post by April 2020	Mar 21	<ul style="list-style-type: none"> Lead the Transport Review for the SW - Estimated completion date Dec 2020. Ensure management of review and effective reporting throughout. Ensure impact of any changes in regional capacity on transport services are considered. Track performance of key transport indicators region wide. 	N/A	Clinical Lead/ Network Manager	<ul style="list-style-type: none"> Agreed Option for delivery of Transport Services signed off Autumn 2020 	
Use Data to help drive improvements in quality and reduce variation in how neonatal services are delivered across the SW.	Well established Network Dashboards across the SW Region. Now population with trend analysis.	Ongoing	<ul style="list-style-type: none"> Continued quarterly production of the following dashboards for the SW; SW Network Activity, NNAP Summary, ATAIN, Clinical Indicators and Exception Reporting, Occupancy and Staffing. To pull data to inform key parts of NCCR Implementation plan. Continued distribution of trend data to key stakeholders and publishing on website. Further develop Transport Dashboard for 2019/20 Develop Infant Feeding and LMS Dashboard. 	<ul style="list-style-type: none"> To receive dashboards from ODN and ensure that intelligence informs LMS discussions, work programmes and plans. Share any relevant maternity data 	Network Data Lead		
Ensure the delivery of consistent and continuous high quality neonatal services through the development of regional guidelines, policies and sharing of best practice.	Lack of adherence by Trusts to guidelines/policies.	Ongoing	<ul style="list-style-type: none"> In year to develop; <ul style="list-style-type: none"> -SW Repatriation Policy -Palliative Care Pathway -Bereavement guideline -Management of HIE and Therapeutic Hypothermia. -Developmental Care Bundle To develop a timetable of SW guidelines for production. To audit implementation of existing guidelines. To develop training packages where appropriate alongside guidelines. To ensure all guidelines have attached patient information leaflets. To facilitate the sharing of best practice across the region. 	<ul style="list-style-type: none"> To be aware of those guidelines that link into LMS objectives. To collaborate on shared guidelines. 	Lead Nurse		
To ensure all babies > 44 weeks are cared for in an environment that is appropriate for their needs and family.	Paediatric HDU capacity to enable pathway	March 21	<ul style="list-style-type: none"> Collect exception forms for all plus 44 wk gestation babies and understand why they are on Neonatal Care. Identify any trends or gaps in services. Development of a clear pathway for transition for babies on Paediatric Pathways 		Lead Nurse	<ul style="list-style-type: none"> Develop clear baseline. Develop KPI for improvement. 	Not started yet, Paeds ODN in infancy
To maintain the delivery of high quality, high performing Neonatal services through the adoption of a strong governance and accountability process for the SW region.	Exception and incident policy process established and implemented across the region. Quarterly incident and exception dashboards now produced by network.	Ongoing	<ul style="list-style-type: none"> Ensure continuous strategic oversight of governance and risk for the SW Network processes through identification of patterns and trends. Clear and regular process for reporting (including risk) to Executive Board and relevant stakeholders including NHSE and provider trusts. Shared learning within Network Advisory and Governance meetings. Lead Nurse involvement in escalations and Serious Incident reviews as required. Monitor Compliance through CNST submissions from Provider Trusts. 	<ul style="list-style-type: none"> Receive reports from ODN as required. 	Network Manager and Lead Nurse	<ul style="list-style-type: none"> Monthly performance /progress reports to NHSE Quarterly reports to wider stakeholders Monthly risk report to NHSE 	

Parent Supportive Environments							
Ensure the adoption of a shared vision and strategy to delivering Neonatal Services which fully integrate parents and their families and enhances the experience of families during the worrying period of neonatal critical care.	Time/resource constraints. Lack of collaborative working.	August 2020	<ul style="list-style-type: none"> · Develop a strategic vision for Family integrated Care in the SW. · Work with LMS to profile the provision of facilities in local providers. · Review the extent to which providers are integrating families into care and providing developmentally supportive care. · Map access to emotional wellbeing and psychological support and information and resources. · Develop action plan to close gaps in provision. · Ensure clear pathways for identification of mental health need and onward referral. · All providers to be a minimum of UNICEF stage 2 accreditation by March 2021 with plans in place for stage 3. · Incentivise providers to support initiatives to develop facilities for parents to be resident with child should they wish. · Appoint Care Coordinator to facilitate development of FICARE and parental involvement in SW. · To manage and develop SW Parent Advisory Function to enable strong parent and family contribution to ODN work programme. · To develop a regional process/tool for measuring and understanding parents experience and satisfaction. · To use social medi+D26a as an effective tool to engage and listen to parent and family experiences. 	<ul style="list-style-type: none"> · LMS to engage in cross cutting initiatives that will sit within the framework e.g. UNICEF, psychological support etc. · Ensure there is a strong Neonatal Parent voice represented within all LMSs. 	Network Manager/ Lead Nurse	<ul style="list-style-type: none"> · Completed vision for FICare with implementation plan · All providers to be a minimum of UNICEF stage 2 accreditation by March 2021 with plans in place for stage 3 · 50% of units with BLISS accreditation by March 2021 · Development and role out of Patient Experience tool. · Patient engagement in delivery of ODN workplan 	
Develop a strategy to provide overview of parental accommodation within region.	Time/resource and regional engagement.	Dec 2020	<ul style="list-style-type: none"> · Agree strategy with LMS to map parental accommodation. · Develop action plan to close gaps in provision. Incentivise providers to support initiatives to develop facilities for parents to be resident with child should they wish. 	<ul style="list-style-type: none"> Regional Transformation Boards to receive assurance on audit and actions being taken to address gaps in accommodation across the region. Incentivise providers to support initiatives to develop facilities for parents to be resident with child should they wish. 	Lead Nurse		
Support and enable NICU parents post discharge.	Time/resource and charitable funding	March 2021	<ul style="list-style-type: none"> · Publish evaluation from 2019 Parent Conferences. · Baseline map 2 year follow up across the region. · Develop 'going home' animation with the NICU Foundation. · Work with Health Visitors and Education to enable understanding of supporting parents of premature infants. 	N/A	Lead Nurse	<ul style="list-style-type: none"> · Evaluation published · Animation released 	

Neonatal Workforce							
To develop our expert medical workforce in line with national standards and recommendations.	New Clinical Lead appointment	Oct 2020	<ul style="list-style-type: none"> · Produce a gap analysis of staffing within the network. · Work with LMS to translate assessment of capacity into Neonatal ODN Implementation Plan. · Ensure providers submit interim staffing plans to address gaps identified in the analysis · Monitor staffing and vacancy levels against outcomes in each Trust. · Produce staffing action plan for 2020-2025 · Work with Trusts to submit for funding for investment in staff through LTP to Regional Spec Com teams. · Work with HEE to produce action plans for 5 years. 	<ul style="list-style-type: none"> · Support ODN to translate staffing assessment into Neonatal ODN Implementation Plan · Work with ODNs to ensure provider trusts are developing and implementing a strategy to ensure safe levels of nurse staffing in Neonatal services. 	Lead Clinician	<ul style="list-style-type: none"> · Completion of gap analysis · Development of action plan 	
To develop our expert neonatal nursing workforce in line with national standards and recommendations	Access to GIRFT data	Oct 2020	<ul style="list-style-type: none"> · Produce a gap analysis of staffing within the network. · Work with LMS to translate assessment of capacity into Neonatal ODN Implementation Plan. · Integrate into Neonatal ODN Implementation Plan. · Ensure providers submit interim staffing plans to address gaps identified in the analysis. · Monitor staffing and vacancy levels against outcomes in each Trust. · Support development on non registered workforce roles. · Produce staffing action plan for 2020-2025 · Work with Trusts to submit for funding for investment in staff through LTP to Regional Spec Com teams. · Work with HEE to produce action plans for 5 years. 	<ul style="list-style-type: none"> · Support ODN to translate staffing assessment into Neonatal ODN Implementation Plan · Work with ODNs to ensure provider trusts and developing and implementing a strategy to ensure safe levels of nurse staffing in Neonatal services. 	Lead Nurse /Educator	<ul style="list-style-type: none"> · Completion of gap analysis · Development of action plan 	
Development of Nurse Education Leadership across region using HEE Funding.	Continuation of funding for 20/21 for post.	Ongoing	<ul style="list-style-type: none"> · Undertake detailed educational audit within ODN to identify areas of strength and weakness. · Identify priorities for educational focus and planning. · Facilitate effective use of resources across the ODN. · Develop and maintain productive relationships with key governing bodies to ensure current developments in competency standards are reflected within educational programmes. · Reform and lead the Educational working group to optimise ODN educational provision. · Host regional residential conference/learning event across the South West (Jan 2020). 	N/A	Lead Nurse Educator		
Ensure equitable access to high quality AHP services for Neonatal families across the SW.	Resource/time restraints	Oct-20	<ul style="list-style-type: none"> · Produce analysis of all AHP provision in the SW region. · Develop an AHP staffing strategy to be submitted as part of Neonatal ODN Implementation Plan. · Look at opportunities to develop ODN partnership models across the SW. · Identify in partnership with NHS providers, Maternity networks and LMS's where action/funding is needed at ODN level and assist in directing resources. · Ensure AHP professional competencies are available across the ODN. · Produce action plan in partnership with LMS for implementation by 2025. 	<ul style="list-style-type: none"> · Ensure there are relevant pharmacy and AHPs working as part of provider neonatal teams taking responsibility for aspects of neonatal care. · Facilitate cross collaborative working and delivery where appropriate. 	Lead Nurse	<ul style="list-style-type: none"> · Completion of gap analysis · Development of action plan 	Lack of resources and prioritisation of medical and nursing workforce mapping

Other							
Establish a working partnership with The NICU Foundation - to support the 12 neonatal units within the SW.		Ongoing	<ul style="list-style-type: none"> · Sit on the board of Trustees for the NICU Foundation. · Advise the Foundation on areas it can support the 12 SW Neonatal Units. · Develop and write further animations 	N/A	Network Manager /Lead Nurse		