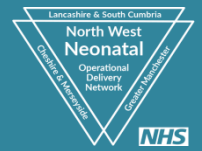


North West Neonatal Operational Delivery Network

WORK PROGRAMME 2023-24



The work programme for the NWNODN during 2023-24 is set out below. The programme is developed in line with the NWNODN overarching principles and success factors. This plan will be subject to ongoing monitoring through programme dashboard and highlight reporting.

Position Statement

ODN Purpose and Strategic Ambitions which underpin the annual work programme:

The North West Neonatal Operational Delivery Network is here to:

Provide impartial clinical advice and expertise to all providers and commissioners within the three localities it serves to develop equitable, high standard services. In order to offer assurance to both provider and commissioner the four key success factors for ODNs, set out by the Chief Nursing Officer and Chief Medical Officer, are utilised to review the Network (NHS England December 2012 Developing Operational Networks: The Way Forward)

- Improved access to and egress to/from services at the right time
- Improved operating consistency
- Improved outcomes
- Increased productivity

Overarching Principles:

- Putting parents at the heart of everything we do
- Removing variation in service provision across the Network to provide consistent quality of care
- Embracing innovation to improve the quality of care outcomes
- Collaborating on a system-wide basis

Strategic Ambitions:

- To support the delivery of high quality, safe, and effective services across the ODN footprint that are delivered in line with the latest evidence based models of care and that meet NHS Service Specifications and other key national performance frameworks and standards.
- To deliver services in a sustainable way by ensuring work plans are delivered within the financial resources allocated.
- To engage with regional, national and international stakeholders in our fields of expertise
- To help to develop a highly skilled, highly motivated, multidisciplinary workforce by embedding a culture of continuous education and workforce development throughout our network; facilitated by the development of partnerships with the universities and other education organisations across the region. To develop specialist courses where and when appropriate which will benefit providers and patients.
- To continuously improve the services delivered, as measured against Network Maturity Matrix

The North West Neonatal Operational Network is focussed on:

- Developing medium and long term plans to deliver the vision and strategic ambitions outlined in the NHS Long Term Plan and Neonatal Critical Care Review.
- Focusing on improving our financial stability of the NWNODN both now and for the future to give a sustainable workforce to deliver the ten year ambitions of the long term plan.
- Addressing areas of deficiency in performance across the North West specifically with regards to areas of public health concern, such as breastfeeding rates.
- Continuing to put the clinical and managerial hierarchies, governance structures and supporting infrastructures in place that are required to operate an Operational Delivery Network.
- Rising to the challenge of finding new and innovative ways to support providers to attract recruit and retain the right staff to deliver services efficiently and effectively across the North West.
- Looking to develop new partnerships with our local education providers to improve our educational offering to neonatal care providers.

Key Challenges for 2023-24

- To ensure whole system working in all workstreams
- To ensure all risks are assessed and mitigation in place

Key Priorities Summary				
Delivery plans for key priority areas	Improved access to and egress to/from services at the right time	Improved operating consistency	Improved outcomes	Increased productivity
Development of clear and consistent ODN structure, function and funding mechanisms to ensure that the current variation is addressed, agreed with Specialist Commissioning	✓	✓	✓	✓
The North West Neonatal ODN will define pathways where referrals would normally be expected and report exceptions, developing and adapting pathways as services change. Clinical networks are the correct metric for births occurring in the right place.	✓	✓	✓	✓
NWNODN will undertake activity to optimise capacity through improved working practices and technology; and undertake activity to optimise capacity through reducing separation	✓	✓	✓	✓
NWNODN will work with providers to ensure sufficient staff with appropriate skills and competencies to manage volume and acuity of activity	✓	✓	✓	✓
NWNODN will develop and deliver an education strategy to underpin the workforce requirements	✓	✓	✓	✓
NWNODN will ensure they are represented on Regional Maternity Programme Boards and are demonstrably a key part of the planning and monitoring process.	✓	✓	✓	✓
NWNODN will work with the LMS to deliver the outcomes of the Saving Babies Lives Care Bundle – Version 3 and the outcomes of the Maternity & Neonatal Health Safety Collaborative (MNHSC)	✓	✓	✓	
NWNODN will work to enhance the experience of families during the worrying period of neonatal critical care.	✓	✓	✓	
NWNODN will work with data analyst and providers to report and monitor neonatal outcome measures. and undertake quality improvement actions where required	✓	✓	✓	✓
NWNODN will support the delivery of a sustainable, efficient and effective Neonatal Transport Service for the North West.	✓	✓	✓	✓
NWNODN will work with national Specialist Commissioning Team to deliver on the ambition to have a National Neonatal Tariff	✓	✓	✓	✓

New additions for 2023-24

Key Priority Areas: Milestones								
Work Programme	Driver	Milestones	Milestones to be achieved by					Deliverables
			2023-2024				Other	
			Q1	Q2	Q3	Q4		
Development of clear and consistent ODN structure, function and funding mechanisms to ensure adherence to the ODN service specification	NCCR LTP GIRFT	Provide network functions in line with new national Neonatal ODN Service Spec and deliver on LTP and NCCR	✓					Next steps plan, as appropriate, to achieve compliance with requirements of national ODN service specification, once published
		Work with NHSE and Alder Hey to secure update and review of Finance					Monthly report	Report and review process
		Work nationally and locally to enable the provision and development of data analysis services for neonatal data	✓	✓	✓	✓		Service delivery framework agreed with data analysis provider. Monitoring of provision
NWNODN will monitor pathways where referrals would normally be expected and report exceptions. Developing and adapting pathways as services change.	NCCR Ockenden GIRFT	Development of new pathways and guidelines					As required	New, ratified pathways and guidelines
		Audit of guidelines and pathways	✓	✓	✓	✓		Audit of current guideline and pathway to assess compliance with use and 'fit for purpose' Audit of new guidelines 6 months post implementation
		Undertake audit of In-Utero Transfers	✓	✓				Undertake audit; provide summary report with findings and subsequent recommendations
		Report and monitor all exceptions to agreed pathways					See deliverables	Weekly monitoring Quarterly reporting
		Continued attendance at Paediatric Partnership Board to support joined-up working practices	✓	✓	✓	✓		
NWNODN will: Undertake activity to optimise capacity through improved working practices and technology Undertake activity to optimise capacity through reducing separation	NCCR LTP GIRFT	Provide support and advice to the NHSE/I Spec Comm WC&YP Transformation Programme which incorporates review of capacity	✓	✓	✓	✓	Through programme life	Support provided to WC&YP; gateway 1 scheduled for April 2023
		Work with data analyst to provide monthly activity and outcomes data, and compile annual reporting					See deliverables	Monthly dashboard reporting Annual ACD report
		Planning and implementation of Outreach model as proposed by AHSN			✓	✓		Develop implementation plan based on best model for NWNODN based on AHSN proposal
		Develop best practice processes for home oxygen as part of planning for Outreach implementation					See deliverables	Best practice processes (dependent upon Outreach model implementation timeline)
		Work with providers to develop transitional care services	✓	✓	✓	✓		Provide audit tool to 3 x LMNSs to use to ensure achievement of BAPM standards; monitor progress (This will link to CNST5)

NWNODN will work with providers to ensure sufficient staff with appropriate skills and competencies to manage volume and acuity of activity	NCCR/LTP GIRFT Ockenden	Develop and recruit to Network Senior Pharmacy lead		✓				Pending outcome of business case to Spec Comm for Network Pharmacy lead
		Support units in developing their Ideal Teams	✓	✓	✓	✓		Develop and implement 'next steps' action following receipt of unit Ideal Team action plans
		Monitor progress of recruitment for providers allocated national funding	✓	✓	✓	✓		Completion of quarterly reporting to Neonatal Implementation Board
		Support embedding and retention of new AHP/Psychology recruits into MDT	✓	✓				Define what this support looks like Create appropriate resources
		Match AHP, pharmacy and psychology workforce action plans against professional staffing standards					See deliverables	To be held pending recruitment of AHP/Psychology resources (Ockenden funding)
		Support units to develop their psychosocial support offer	✓	✓	✓	✓		Provide support to units in developing infant/family wellbeing champions; Identify funding stream opportunities
		Support unit staff wellbeing	✓	✓	✓	✓		Continue roll out of CFT resources Re-establish staff wellbeing champions group
NWNODN will implement the education strategy to underpin the workforce requirements	NCCR	Development of education resources on Moodle	✓	✓				Set up resources library
		Finalisation of education toolkit	✓					Finalised career pathways for medical and AHP roles; publication in line with HEE requirements
		Development of education resources by Network AHP team to support FiN/QiS and webinar series	✓	✓	✓	✓		Development of content; delivery
		Implementation of NW Expert Education Group (NWEEN) work programme	✓	✓	✓	✓		Implementation plan; delivery
		Delivery of year 1 education programme	✓	✓	✓	✓		1 year plan in place; content in place and being delivered; including FiN and Airways Management
		Monitor outcomes of education provided	✓	✓	✓	✓		Evaluation undertaken for each course/event; summary feedback to NWEEN
		Planning/running NWNODN-wide events	✓	✓	✓	✓		Details of events captured on Education Calendar; evaluation summary to NWEEN
		Provision of education responsive to developments						Development of education input based on learning from CEG
		Development of NW-wide TNA	✓	✓				TNA to support planning for 2024-25 NWNODN Education programme
		Approve and monitor bids to NWNODN Research fund	✓	✓	✓	✓		In line with NWEEN meeting programme

NWNODN will ensure they are represented on Regional Maternity Programme Boards and are demonstrably a key part of the planning and monitoring process.	NCCR LTP GIRFT	Capacity, activity and demand reviews and associated plans will be shared with LMNSs to ensure alignment with maternity planning	✓	✓	✓	✓		Quarterly reporting
		Continued attendance at all LMS Boards and other Maternity assurance meetings	✓	✓	✓	✓		As required
NWNODN will work with the LMS to deliver the outcomes of the Saving Babies lives Care Bundle – Version 3 and outcomes of the Maternity & Neonatal Health Safety Collaborative (MNHSC)	SBL NCCR Ockenden	Monitor units, in collaboration with the MNHSC, to embed the perinatal optimisation care bundle across the region	✓	✓	✓	✓		Monitor optimisation data
		Implement requirements of BAPM BPD Toolkit	✓	✓	✓	✓		Pending publication of BAPM BPD Toolkit (Q1 2023-24) Review and baseline requirements, establishing gaps Develop plan to address gaps against toolkit requirements
		Monitor the Mortality rates across all services, against NNAP reporting. Where rates are out of the range expected work with providers to understand the reasons why.	✓	✓	✓	✓		Quarterly reporting
		Work with the LMS to monitor and report the percentage of women who give birth in an appropriate care setting for gestation (in accordance with local ODN guidance).	✓	✓	✓	✓		Quarterly reporting
		Provide Annual Reporting to LMS against all Neonatal National Standards				✓		Annual reporting
NWNODN will work to enhance the experience of families during the worrying period of neonatal critical care.	NCCR LTP GIRFT ODN Service Spec	Finalise and roll-out alternative to paper-based parent passport	✓	✓				Finalise Passport app (to be piloted Q4 2022-23) Roll-out usage
		Completion of Stage 1 FiCare accreditation programme	✓	✓	✓	✓		Completion of re-accreditation/sustainability reviews – continues to 2025
		Develop video animations with vCreate to support crib sheet teachings					See deliverables	Pending successful evaluation of pilot recordings (Q4 2022-23); develop timetabled project plan to undertake recordings/animations of remaining crib sheets
		Develop and implementation plan stage 2 of accreditation based around neuro-development	✓	✓	✓	✓		Define elements of FiCare 2, working with FiCare SIG members Develop plan to build supporting resources during 2024-25; for implementation 2025
		Develop EDI strategy		✓				Pending recruitment of CCO / Parent Engagement
		Ongoing parent engagement	✓	✓	✓	✓		Pending recruitment of CCO / Parent Engagement

		Support the ongoing improvement of wellbeing support for neonatal families within wider services	✓	✓	✓	✓		Continued attendance at perinatal, PIMH and MMHS meetings Collaborate with colleagues on new initiatives
		Benchmark current financial support available to families including parking, accommodation, food and drink and travel costs, making best use of available evidence.	✓					Benchmark report
		PAG report at end of year to summarise what parents' input has been				✓		Seek input for 2022-23 Annual Report
		Report parental involvement in key NWNODN workstreams; report to NIB	✓	✓	✓	✓		Register of activity maintained; quarterly reporting to NIB undertaken
		Ongoing monitoring of responses to parent post discharge questionnaire and feedback to units	✓	✓	✓	✓		Process in place with units/NWNODN team
		Review of Palliative Care pathway and subsequent recommendations	✓	✓	✓	✓		Review and audit pathway, produce recommendations paper (Q1-Q2) Implement recommendations (Q3-Q4)
		Review BAPM Repatriation framework					See deliverables	Assessment our position against BAPM framework when published
NWNODN will work with providers to report and monitor neonatal activity and outcome measures, response to outlier reports and undertake quality improvement actions where required	NCCR NNAP GIRFT NWNODN Dashboard Flags	Development and implementation of nurse-led ROP screening solution across the network to ensure system-wide resilience	✓	✓	✓			Delivery and approval of business case and implementation plan
		Support to enhance operational working between the NW surgical centres through the Surgical SIG	✓	✓	✓	✓		Development of bilious vomiting pathway
		Finalise and implement standards for the provision of 2 year follow-up	✓	✓				Delivery of project plan (to be developed Q4 2022-23)
		Progress Cooling in LNUs accreditation programme	✓	✓	✓	✓		Process and expectations of accreditation and re-accreditation to be defined; progress updates to Cooling SIG meeting
		Development of Management of Seizure Guideline (through Cooling Group)	✓	✓	✓			Set up T&F Group; develop and ratify guideline
		Support pilot telemedicine projects through AHSN		✓				Support pilot project; consider next steps following outcome of pilot

		Support improvements in infant feeding through BFI Implementation Group	✓	✓	✓	✓		(Infant Feeding SIG to become BFI Implementation Group) Facilitate learning environment to support units' achievement of BFI; incorporate Maternity representation
		Development of TPN guideline		✓				Establish TPN T&F group; development of TPN guideline
		Provide guidance and training on use of synchronised volume-targeted ventilation	✓	✓	✓			Undertake audit on current position; review and determine next steps
		Support roll out of point of care testing for gentamicin toxicity	✓	✓				Support point of care testing across GM; host resource to support roll out and beyond
		Improve Badger data provision to enable analysis of equity of outcomes	✓	✓	✓	✓		Data input quality monitoring
		Delivery of annual Unit Visit programme	✓	✓	✓	✓		Support units in ensuring consistency of standards and activity to improve outcomes.
NWNODN will support the delivery of a sustainable, efficient and effective Neonatal Transport Service for the North West.	NCCR	Support delivery of business case	✓	✓	✓	✓		Support delivery of single site for CNW; support achievement of recruitment and deliverables as set out within Ockenden funding
		Continued attendance at Transport Steering Group to support implementation of the recommendations of the transport review	✓	✓	✓	✓		Quarterly meeting
NWNODN will work with national Specialist Commissioning Teams to deliver Neonatal Tariff		Support local and national work to develop common tariff	✓	✓	✓	✓		Support national work; work locally with Spec Comm on tariff for NW units

