



East of England Neonatal

Operational Delivery Network

Collaborative working to deliver high quality care to our babies and their families



East of England Neonatal Operational Delivery Network

Director– *Elizabeth Langham*

Lead Clinician– *Matthew James*

Lead Nurse for Workforce & Education–*Claire O'Mara*

Lead for Innovation & Quality Improvement–*Katie Cullum*

Clinical Psychologist Lead–*Rebecca Chilvers*

Lead Speech & Language Therapist–*Laura Baird*

Lead Dietitian–*Lynne Radbone*

Lead Occupational Therapist–*Jane Fenton-Smith*

Lead Physiotherapist–*Rachel Stamp*

Lead Care Coordinator–*Julia Cooper*

Care Coordinator–*Nina Vieira*

Care Coordinator–*Paula Peirce*

Practice Development Lead–*Teresa Berry*

Neuroprotection Lead–*Wendy Rogers*

Data Analyst–*Ian Long*

Office Manager–*Kelly Hart*

Administrator–*Jemima Morroll*

Contents

Liz Langham & Claire O'Mara	4
Matthew James	5
Katie Cullum	6
Julia Cooper	8
Rebecca Chilvers	11
Laura Baird	13
Lynne Radbone	14
Jane Fenton-Smith	15
Rachel Stamp	17
Wendy Rogers	18
Teresa Berry	20
Our Units	23
Bedfordshire Hospitals	24
NWAFT-Peterborough City Hospital	28
NWAFT-Hinchingbrooke	30
ESNEFT-Colchester	32
ESNEFT-Ipswich	34
MSE-Basildon	36
MSE-Broomfield	38
MSE-Southend	40
West Suffolk	42
Queen Elizabeth	44
Norfolk & Norwich	46
Lister	48
Watford	50
Princess Alexandra	52
James Paget	54

Director and Deputy Director/Senior Lead Nurse



2023 was a busy year with lots of highs and lows. From a neonatal perspective, we have continued with our work plans. Over the year, we have continued to work with both the LMNS and ICB to strengthen relationships and work closer together. Whilst the changing landscape has its challenges we will continue to work together to support the development of neonatal services.

The employment of AHP's and psychologists within many of the teams around the region must be seen as an achievement. A total of £1,920,500 has been invested as part of the Ockendon funding allocation. This is the starting point for some ongoing work, but so positive to see units at last having some limited access to allied health professional and psychology. There is more to do but having the ODN AHP/P team will support this further development

We have seen a further, £582,236 invested to support the recruitment of Governance Lead nurse's, all Band 7 within all of our Trusts across the region. This will hopefully support more collaborative working and shared learning with our maternity governance leads. At the end of last year NHSE support the funding of Professional Nurse Advocate training, this was largely in part to the response to the Lucy Letby Trial. In November 2023 we had a total of 7 PNA's across the region, with the allocation of this funding training we will see our figures increase to 30 plus by Summer 2024.

As well as the allocation of funding for AHPP's and nurses, the region has also seen an investment of £300,750 into our medical workforce. The funding has enabled the successful recruitment of Tier 2 trainees/ANNP's to a number of our units, this funding as with the other allocations is recurrent and should be seen as a great investment into improving neonatal care and outcomes.

The Letby trial and her subsequent conviction shocked the whole neonatal community, this has been a challenge for all staff working in neonatal care, and the shock waves from her actions are likely to be felt across neonatal services for many years to come. The support given to both staff and families during this difficult time showed what amazing teams we have within the East of England, providing support and reassurance for staff and families.

Now out of Covid restrictions we have had more face to face meetings which has been so positive, visiting units and meeting with the teams has been great and something the team in the ODN have missed. We continue with our programme of peer reviews and with each visit are able to highlight good practice.

We have seen some colleagues leave us to go on to new challenges, but this has meant that we have welcomed new team members within the ODN. Teresa Berry Joined our team as the new PDN, Nina De Freitas joined as the new care coordinator and Kelly Phizacklea joined us as our Family Engagement Lead. As we moved into the New Year, we have also been able to welcome Nigel Gooding as our ODN pharmacist and Sayeed Haq as our project manager.

The positive work being undertaken around parent engagement and family integrated care is fantastic; the total focus on improving things for our families is so great to see. The work being undertaken by each unit to achieve better compliance for BFI and BLISS is amazing and shows how dedicated to delivery neonatal care you all are.

We would like to thank the whole ODN team for their work this year, they continue to go over and above to support the local teams, but also a thank you to the Local teams who continue to support the activity of the ODN, attending meetings and welcoming us to your units. You are all dedicated to supporting our families and we continue to be proud and enjoy working with you all.

MATTHEW JAMES

Clinical Lead



In 2023 we have continued to undertake PEER reviews of the neonatal units with 6 having face to face supportive reviews and the rest submitting a paper based review. It has been so impressive to see the improvement that have been made on the face to face reviews, the high quality neonatal care that is being provided and the importance all units value parents and supporting their journey through the neonatal units. It is evident that all neonatal units, in addition to providing high quality care to babies , a high importance is being made to support babies families and ensuring the best possible experience for them is a high priority.

Optimisation of the mother and preterm baby prior to delivery means a better outcome for the preterm baby, each bit achieved has a small increase in improving mortality and morbidity, and if all achieved a really significant improvement. All the units have been focused on working with maternity to improve in babies under 34 weeks , right place of birth for those babies under 27 weeks and 800gms, antenatal steroids and magnesium sulphate to mothers in threatened preterm delivery, antibiotics to mothers in preterm labour, deferred cord clamping, ensuring normothermia at admission, early breast milk, caffeine, early surfactant for respiratory distress syndrome with volume controlled ventilation if needed and probiotics. The only way this can be achieved is by working together with our maternity teams. Closer worker will mean better outcomes and this will be an ongoing focus.

Due to recent funding we now are able to have an external neonatal consultant reviewer at all neonatal units perinatal mortality review for all deaths. These cases are also presented regionally at our quarterly mortality meeting which ensures sharing of learning throughout the region. This is very important to improve our outcomes

Thank-you again for all the hard work and high quality neonatal care you are providing to babies and their families in the East of England.

KATIE CULLUM

Lead Nurse for Innovation & Quality Improvement



Routine Pulse Oximetry Screening

In 2023, we successfully launched the East of England Guideline for Routine Pulse Oximetry Screening aimed at the early detection of congenital critical heart disease. Alongside this, we introduced a comprehensive training package available on our regional e-learning platform to support the rollout of this initiative. I am pleased to report that we have achieved a 82% sign-up rate for implementing pulse oximetry screening across our network.

I extend my gratitude to everyone who contributed to this quality improvement. This achievement required considerable hard work and dedication. I would like to especially thank Neonatal Consultant Dr Sajeev Job for his support in driving this work stream.

Neonatal Transitional Care

Educational Training Programme

I like to thank those who continue to support nurses, nursery nurses, midwives, and midwifery support workers in attending the Neonatal Transitional Care Programme. This programme remains open for enrolment on a monthly basis, and further details can be found in the events section of our website.

Learning Event

Our recent Neonatal Transitional Care Learning event was a great success, with excellent attendance. I apologise to those who were unable to secure a ticket. From this event, the Maternity Regional Team and the EoE Neonatal Network made several important pledges:

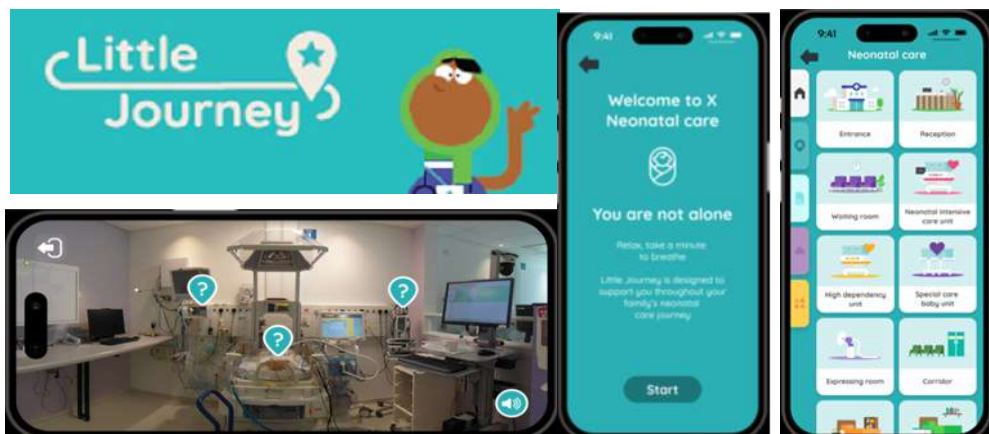
- To hold a quarterly Neonatal Transitional Care virtual forum
- To develop an EoE Neonatal Guideline and parent information leaflet

To support the data needs required to build and enhance Neonatal Transitional Care services for the future Thank you to all who have signed up to the NTC guidelines working group and a special thanks to Dr Sakina Ali for agreeing to be the Consultant Lead for this work stream.

Little Journey App

The Little Journey app has begun its soft launch at one of the five sites funded by the QExchange Health Foundation, awarded to the EoE Neuroprotection Group. This app provides virtual 360-degree tours, parent information articles, key hospital information, note-taking and question-asking features, relaxation pages, and games.

The app is free to download. Simply select Addenbrooke's Hospital and Neonatal Journey to explore its features. It is cost effective and offers the potential to incorporate parent feedback, research capabilities, and a health passport in future updates.



KATIE CULLUM

Lead Nurse for Innovation & Quality Improvement










Mortality

Thank you to all who continue to support our Network Mortality Group. For those who may not be familiar with this meeting, it is held quarterly and serves as an excellent learning opportunity. During these sessions, cases are presented and discussed among representatives from the 17 trusts in our region.

Keep an eye out for shared learning materials from these events, which will include a QR code to join the next meeting. An example is provided below. If you would like proof of attendance for revalidation or Continuing Professional Development (CPD) purposes, please do get in touch.



Mortality Shared Learning: *Neonatal*






	<p>Consider taking a placental swab when chorioamnionitis is suspected as placental histology results can be timely and delay the correct antibiotic treatment</p> <p>All Reversible Causes of Cardiac arrest to be addressed before redirecting care- Think Hb</p>
	<p>Important to document size of umbilical lines</p> <p>A resus template is recommended during resuscitation</p>
	<p>Important to ask if families wish to stay in touch with local hospital whilst transferred. "I had no contact with any professionals from 'home' whilst in London. I felt forgotten."</p>
	<p>Please ensure testing of your major blood loss policies through simulation. How long does it take for staff to access blood? Are they aware of how to access this and what they require?</p>
	<p>Useful to have neonatal resus drug dosages printed and readily available during resus</p> <p>Always remember to turn up oxygen to 100% when cardiac massage is commence</p>
	<p>Reminder for medical team to obtain regular gases while inserting lines to ensure ventilation is still optimal</p> <p>Useful to have a cold light available and easily found during resus to help identify pneumothorax</p>
	<p>Important to consider how your bereavement pathway works for families who are transferred for specialist care and die whilst away from their local hospital</p> <p>Recommended reading BAPM(2022) Framework for Practice: Lactation and loss</p>

Join us at the next mortality meeting 12th January
13:00-16:00

JULIA COOPER

Lead Care Coordinator

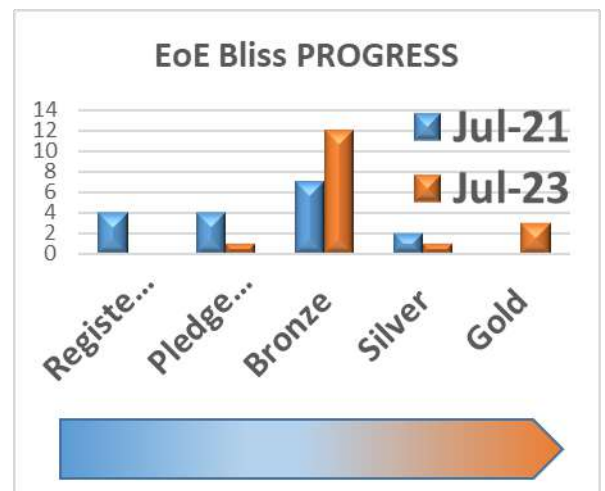
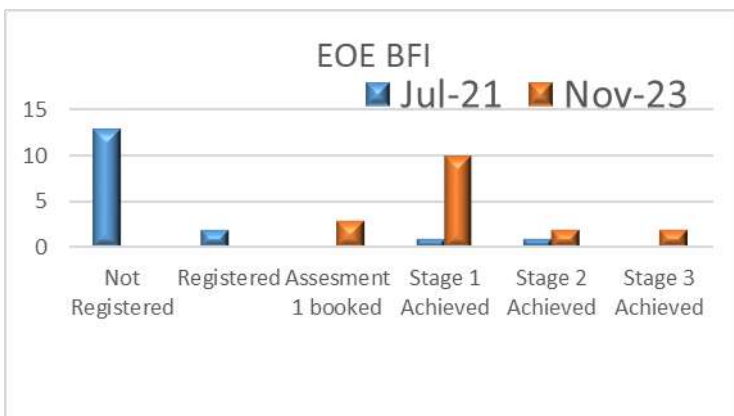


				
<p>Julia Cooper Lead Care Coordinator</p> <ul style="list-style-type: none"> Mid and South Essex (Chelmsford, Basildon, Southend) Norfolk and <u>Waveney</u> (Norfolk and Norwich, James Paget, QE – Kings Lynn) 	<p>Paula Peirce Care Coordinator</p> <ul style="list-style-type: none"> Herts and West Essex (Harlow, Lister, Watford) Cambridge & Peterborough (Cambridge, Peterborough, Hinchingsbrooke) 	<p>Jemima Morroll Administrator</p>	<p>Kelly Phizacklea Family Engagement Lead</p>	<p>Nina Vieira Care Coordinator</p> <ul style="list-style-type: none"> BLMK (Bedford, Luton and Milton Keynes) ESNEFT (Ipswich, Colchester, West Suffolk)

We sadly said goodbye to Claudia Gray, who we wish well in her new role as Matron for Neonatal Services CUH. However, we are thrilled to welcome two new members to our team: Nina as Care Coordinator and Kelly as Family Engagement Lead, both of whom joined us in December 2023. Their expertise and passion are already making a significant impact, and we look forward to their contributions in the coming year.

Business as Usual

Our commitment to excellence continued unabated throughout 2023. We are exceptionally proud of our units for their Bliss and BFI accreditation. This achievement is a testament to the hard work and dedication of the teams, ensuring the highest standards of care for families and babies. We are the only ODN nationally that is engaging in both Bliss and BFI accreditation initiatives as per the Neonatal Critical Care Service Specification 2024



JULIA COOPER

Lead Care Coordinator



Education

Our commitment to professional development was evident through the numerous Study Days we hosted. These included FiCare Introduction and Communication Study Days and Infant Feeding Study Days. The feedback from these sessions was excellent, and we are eager to offer more Study Days in 2024, supporting continuous learning and improvement within our teams.

We facilitated face to face networking events focusing on the collaboration of multi disciplinary teams highlighting the value of Allied Professionals and families . This has included bringing together unit Family care leads and Feeding Leads to accelerate implementation of FiCare. We are role modelling the embedding of family voice throughout our events by ensuring we hear directly from those with lived experience. We are also proud to say we saw a huge growth in digital engagement and peer support.

Thank you, the FiCare Communication day was excellent and the speakers were great. It was such a relaxed welcoming atmosphere.

Really enjoyed all the content and found it very informative and interesting. These days have given me more confidence in supporting parents with feeding their babies.

Collaboration with East of England Outreach Teams

In 2023, we began an exciting collaboration with the East of England Outreach Teams. We are eagerly anticipating the release of a national standard for outreach teams by BAPM. Additionally, we are preparing to host our first face-to-face outreach study day in 2024, which promises to be a significant milestone in our collaborative efforts.

Repatriation Project

Towards the end of the year, we embarked on a major new quality improvement project focused on repatriation. This initiative aims to enhance the lives of families with children in neonatal care by standardizing the East of England process for repatriation and improving communication for families during this critical time. In addition we are aiming to increase capacity and flow across the region to ensure each baby receives the right care in the right place at the right time. We are excited about the potential impact of this project and are committed to its success.

Looking Ahead

As we reflect on the achievements of 2023, we are filled with pride and gratitude for the commitment, engagement and dedication seen around the region. The initiatives and projects we have undertaken lay a strong foundation for continued excellence and innovation in 2024. We look forward to another year of growth, collaboration, and improved outcomes for the babies and families we serve. All of this wouldn't be possible without the hard work you all do, thank you.

REBECCA CHILVERS

Lead Psychologist



This last year has been very busy recruiting and supporting the embedding of psychological professionals in the region. 13 of the 17 units have some psychological provision and the remaining 4 are now recruiting to these roles. Thank you to everyone who has supported this.

Whilst provision is significantly below staffing standards, post holders have been evaluating how to put their small number of hours to best use in terms of impact for staff and families. The establishment of senior 'hub' posts into the region allows these clinicians to build services over time, work strategically and support other staff in clinical work (including supervising psychological professionals in training and more newly qualified posts and assistant psychologists). We continue to meet every 6 weeks as a Community of Practice and monthly for hub and cross-site roles and share resources and ideas on a dedicated NHS Futures space. There have been many opportunities for teaching and training both as an AHPP team, and also with other colleagues where an MDT approach has been invaluable (e.g. antenatal counselling). Close working with our region's PAG has been invaluable to continue to embed neonatal parents into the work taking place.

The below infographic is a summary of all the different types of work that have taken place across the East of England across units:



REBECCA CHILVERS

Lead Psychologist



National work

Joint work with NeoLeaP this year has focussed on supporting staff and families around the Lucy Letby trial, work with Bliss in changes to their psychosocial standards, rolling out our 'Psychologically Informed neonatal care' e-learning package, running two conferences to develop our growing specialist workforce and the publication of 4 papers. Requests for psychological perspectives and input to documents and guidance have been high, which indicates the growing recognition of the value this can bring to enhancing the care of babies, parents and staff.

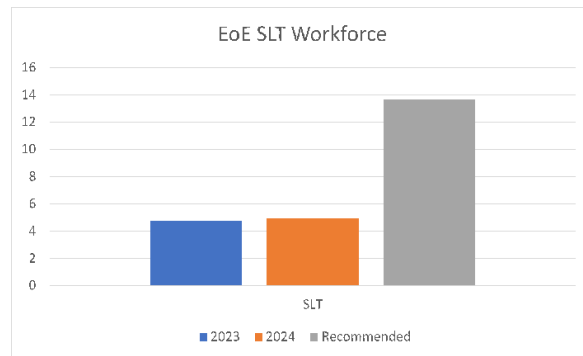
LAURA BAIRD

Lead Speech & Language Therapist



Workforce

2023 into 2024 was very focussed on implementing Ockendon Funding and recruiting Speech Language Therapists. There have been some successes in recruiting SLTs using this funding, however staffing movement across the region and the limited amount of funding means that we have sadly seen little increase in SLT services. This remains an area of focus for the year ahead.



It has been exciting to see the new SLTs starting on units and the wonderful initiatives they have been included in. There are regional and national projects ongoing aimed at supporting these SLTs. There is a regional induction pack available to support local inductions. We continue to have quarterly meetings which provide some learning as well as updates from regional and national levels. In the next 12 months one of these meetings will be a face to face day to support more in-depth learning and project work. Nationally there is work ongoing developing communities of practice and there is an annual Neonatal AHP conference running which will further support learning.

Education

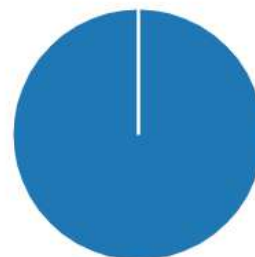
The annual AHP&P Workshop day was held in April 2024 with positive feedback from all attendees.

The first Complex Feeding & Nutrition Virtual Study Day was held in June 2023 with positive feedback from attendees. 100% of attendees would recommend the day to a colleague.

9. I would recommend this study day to a colleague?

[More Details](#)

● Yes	16
● No	0



Guidelines and Policies

A small working group of SLTs in the region have been working on developing oral feeding guidelines which are imminently going to COG for ratification and will be available by the end of the year.



Workforce

2023 has been a busy one for dietetics, with the completion of recruitment to all of the network's Ockenden funded dietetic posts. All units now have access to at least 0.2wte of an experienced paediatric dietitian, who is supported by the network dietitian to develop their neonatal skills.

Resources for new dietitians have been developed to support integration into unit teams, including a comprehensive induction pack, a recommended education structure, and detailed dietetic referral guidelines. The completion of a network knowledge and skills review has also led to the implementation of a range of dietetic engagement strategies including a quarterly network Community of Practice and a number of more formally arranged clinical supervision programmes for individual dietitians who specified need for 1-1 support. All dietitians within network have either received Master's level neonatal nutrition training or are scheduled to attend in 2024.

Resources

Work has been ongoing on a range of projects that support clinical nutrition practice within the network, these include an audit of network compliance with 2022/23 produced guidelines on probiotics and use of BMF at home, the analysis of data, write up and presentation of the GIRFT recommended network PN compliance audit, and comprehensive dietetic referral guidelines.

Resources developed include new Vitamin, Iron and Zinc supplementation guidelines (alongside new algorithms), comprehensive milk kitchen best practice guidelines and an audit tool designed to support the introduction of this guidance. The wider dietetic team will work with units to complete this baseline audit during the remainder of 2024. Work has also been undertaken with the East of England Pharmacy Procurement hub to secure ongoing supplies of PN as the existing tender framework comes to an end.

Work is also ongoing on a number of national projects that will further support nutrition and dietetic practice within the EOE.

Education

During 2023 a set of 6 nutrition and dietetic presentations have been developed to support the standardisation of nutrition education delivered on the SCBU and CC QIS modules hosted by the regions existing HEIs. These presentations have subsequently been adopted nationally and now form the core of neonatal nutrition education delivered on QIS courses throughout England.

Formal nutrition education has been delivered on a number of network and regional Trainee study Days - neonatal PN, two specific Network AHPP study days in June 23 and April 24.

JANE FENTON-SMITH

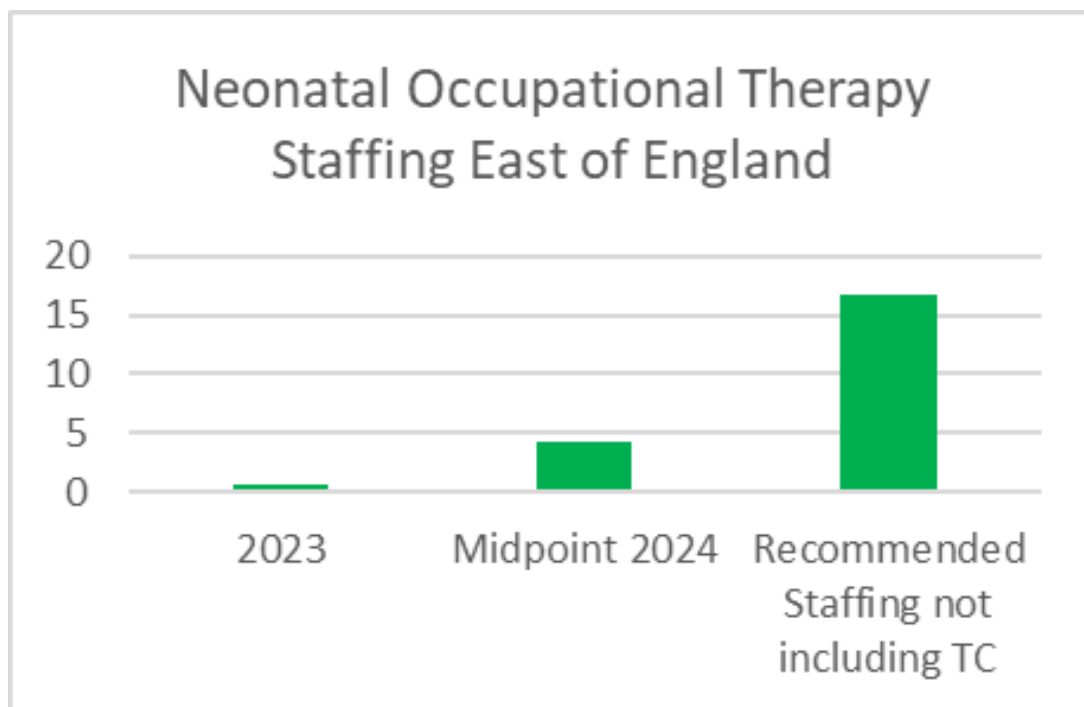
Lead Occupational Therapist



Workforce

2023 has seen significant growth in neonatal Occupational Therapy posts, with 16 of the 17 neonatal units in our region now having access to Occupational Therapy. We are extremely fortunate that there has been enthusiasm for the development of these posts from community paediatric occupational therapists, who have had considerable experience and many transferable skills. My role has involved supporting the transference of these skills, directing to new learning opportunities and helping to navigate the development of the OT role within the Neonatal environment. All of the OTs that have been recruited have raised concerns about the scope/potential of the role and the ability to complete this within the current funded posts- as you can see from the chart below the Ockenden funding was a fantastic catalyst to the development of these roles, however, we need to support further growth to embed OT within the Neonatal units.

I have set up a regular regional peer supervision session and with the other ODNs are delivering a national peer education session which will eventually move to a community of practice model in 2024.



Reference: [Occupational therapy staffing on neonatal units - RCOT](#)

JANE FENTON-SMITH

Lead Occupational Therapist



Projects and Guidelines

Baby Wearing Practical Guidance and Safety: Rachel Stamp (Lead Physiotherapist) and I have continued to jointly work on this project which aims to:

-promote the benefits of baby wearing- (emotional, social, physical and cognitive), especially to the preterm population who are at a higher risk of neurodevelopmental difficulties, and to families who have often had weeks of separation.

-promote the safety guidance for infant carrying, especially highlighting risks for preterm and LBW (Request from NHS Programme Lead for safety-2022)

-encourage people to access sling libraries to seek support, and start/continue their baby wearing journey beyond the stereotypical baby carrier stage.

Initial consultation has been made with PAG regarding an information leaflet and they suggested an additional poster. We are responding to comments following recent distribution and will circulate again before taking back to COG.

Once these initial resources have been approved, further work is planned to support training.

Developmental Care Guideline: Rachel and I are organising the work stream to review the current Developmental care guideline (review due Sept2024). We have requested multi professional representation from across the region to form a working group. We are currently working with the library to review recent new evidence. Considering the scope of this document the intended outcome of the review is to provide a new online format to the guideline which will interlink with current and other relevant EoE guidelines.

Neurodevelopmental Follow Up Guideline: I am continuing to work with the Baby Brain Protection group to produce a neurodevelopmental follow up best practice guideline. It will be going to COG for ratification and comment soon.

Education Highlights

I am continuing to support the Neonatal Nursing QIS course through education providers in the EoE. I am also working as part of a national ODN OT group to produce presentations to be delivered by our profession, with the aim of supporting the delivery of an equitable curriculum.

I have also had the opportunity to support a number of study days this year with highlights being:

June 2023 – Guest Speaker- HWE LMNS Study Day *‘Long Term Outcomes for Neonatal Babies – The Next Steps’*

November 2023 Guest Speaker- Surgical Study Day- *‘Supporting the Neurodevelopment of the Surgical baby’*

March 2024 Guest Speaker – EoE Psychology Forum *‘A Healing Environment’*

April 2024 ODN AHPP Team Study day for EoE AHPPs– *Working as an effective AHPP team*

June 2024 –Guest Speaker- Complex Feeding Study Day- *The Impact of Sensory Experiences on Feeding of the Preterm Infant.*

RACHEL STAMP

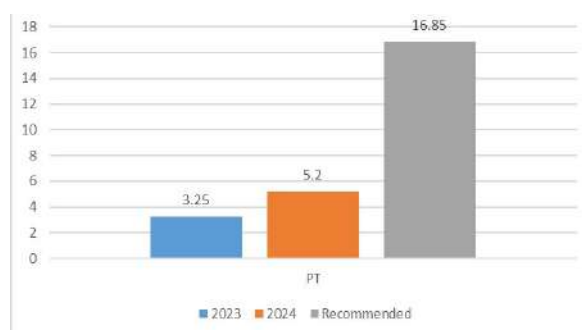
Lead Physiotherapist



Workforce

The focus of 2023 has continued to be on Physiotherapy workforce development and supporting this growing workforce, many of whom, although experienced Physiotherapists, have been new to the neonatal care environment. In the East of England, we now have 16 out of 17 units with Physiotherapists in post who have dedicated funded time on the neonatal unit. I have spent time this year developing profession specific resources and co-ordinating regional and national peer support groups to support the growing neonatal physiotherapy workforce in the region. Whilst the additional funding from the Ockenden review has been a positive and has enabled units to develop neonatal specific Physiotherapy roles, there continues to be a significant investment to bring services in line with national staffing recommendations (see table below). I will continue to support units and therapy staff to advocate for more investment for neonatal physiotherapy.

WTE Neonatal Physiotherapy (excluding TC) for EoE for 2023 & 2024 compared to national staffing rec-



Guidelines and Policies

I am continuing to work with the Baby Brain Protection group to produce a neurodevelopmental follow up best practice guideline. It will be going to COG for ratification and comment soon.

The Developmental Care Guideline/resource is also under review. As this is a large project consisting of a number of guidelines, a working party of various neonatal professionals from across the region has been set up to start this review.

Education Highlights

June 2023 – Joint presentation with Jane Fenton-Smith at HWE LMNS study day – ‘Long Term Outcomes for Neonatal Babies – The Next Steps’

April 2024 AHPP Study day – Working as an effective AHPP team – delivered a workshop day with ODN AHPP team attended by many of the AHPP workforce from across the East of England

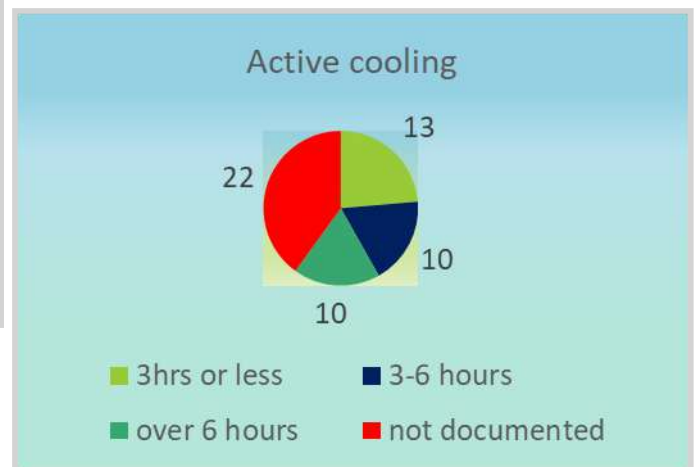
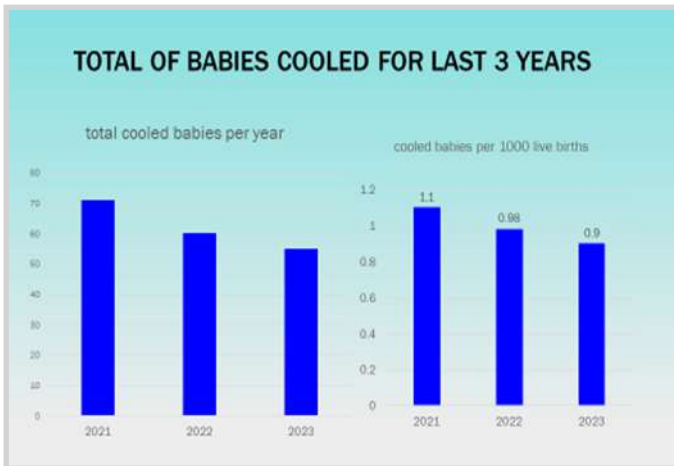
June 2024 – Joint presentation with Laura Baird at Complex feeding study day – ‘Does Poor Positioning Create Complex Feeders?’

WENDY ROGERS

Lead Nurse for Neuroprotection



As a region, we had 55 babies in 2023 that received therapeutic cooling, a continued downward trend since 2021. There is still a large amount of missing data. Which we will continue to try to address. Of the information available 69% were cooled within the recommended 6 hour time frame.



The **Baby Brain Protection Group** is beginning to gain momentum. The 3 work streams are:

Neurodevelopment: The Neurodevelopmental follow-up, up to the age of 2 years is almost ready for wider circulation to the region. This was a large undertaking, which will include parent information leaflets, recommendations for multidisciplinary collaborative working and a crib sheet on setting up a first class follow-up clinic.

Neuroimaging and Monitoring: The audit for MRI's showed a wide variation in practice for those units that returned this information. We plan to split the MRI into 2 guidelines on imaging. One for the preterm baby and one for the term baby. Work will be starting on these shortly.

Neuroprotection: In last year's report, I mentioned a QI project to support the current PeriPrem initiative. Looking at reducing IVH in our at risk populations. I am pleased to announce we are now rolling with this project and hope to have it ready for use by the end of the year, if not sooner.

If you work within the East of England and have an interest in helping to improve neuroprotective care for our babies, or you would like to see what it is all about please contact me via email. wendy.rogers3@nhs.net
I am looking forward to the coming year, continuing to support and promote neuroprotection within our region.

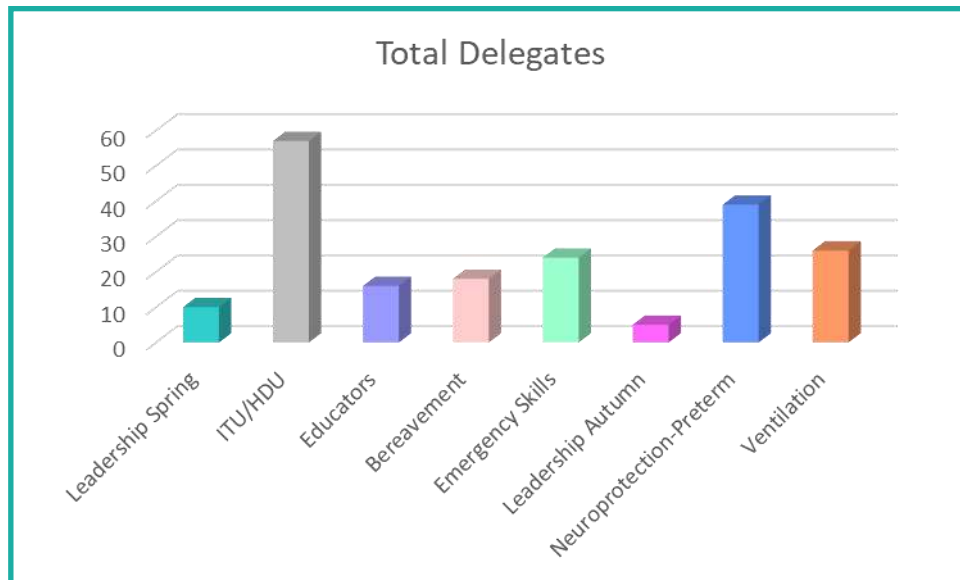
Wishing you all the very Best for 2024

Wendy



What a Year.....Where should I start!

Having joined the ODN part way through 2023 and immediately coming into a pre-arranged calendar of events has kept me on my toes! It has proved to be a very busy year with a wide range of educational activities on offer despite venue issues and the doctor's strikes testing our ability to be adaptable!



Practice Development around the region.

I have managed to visit most of the Practice Development Teams now for a catch up on all things PD at a local level and I continue to provide teaching sessions on a variety of topics such as NLS, emergency drugs, ODN updates and leadership elements. Thank you all for being so welcoming.

The PDN forums have continued aiding collaboration, learning and peer support. These forums are an invaluable source of support for all the PDNs around the region and a great opportunity to share projects and work that we have successfully created/implemented and also to avoid unnecessary doubling up of projects around the region. We plan to meet face to face in 2024.

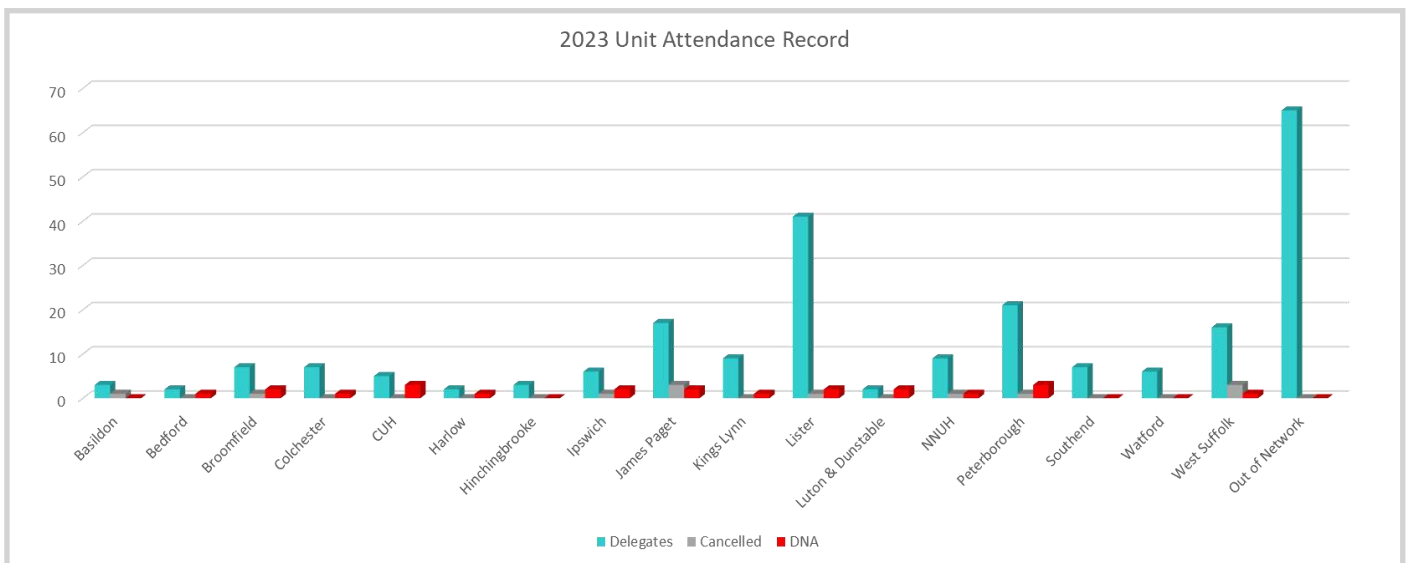


Regional Study Days

We took the decision to “give back” to the region this year and made all of our virtual study days free to attend as we realise that study leave time and funding can be limited around the region. We continue to charge for our face to face events to cover the cost of the event itself.

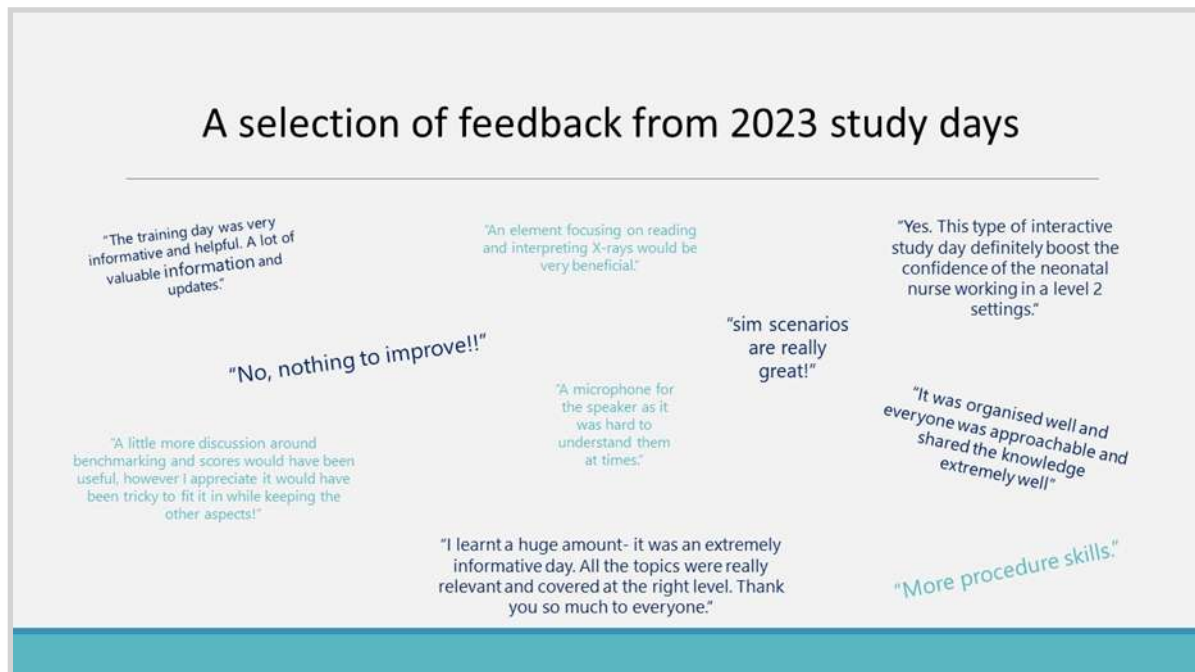
Any money raised from study days support other educational activities across the region, bridge learning and support neonatal staff around the region with study leave funding if they have been unsuccessful in sourcing this from their trust. If you are successfully funded by the ODN for a course/study day we may ask you to consider joining us as faculty for future study days.

We have had a number of last minute cancellations or no shows at both our face to face and virtual study days- usually through delegates being pulled to work clinically, but this does impact on planned group work. Please ensure if you can't attend that you inform myself or Kelly in a timely manner. We had a couple of study days which had waiting lists as we had to cap the attendees due to venue restrictions, we would have been able to offer places to those on the waiting list if we had known delegates were not attending in advance. Attendees and non-attendees for our study days from across the region can be seen in the graph below.





Delegate feedback for the study days has been very positive this year. Where we have received constructive feedback we have taken this on board and adapted our study days where possible. A summary of the evaluation for all study days is available on request. Some of the feedback we have received can be seen below.



What's coming up?

We have a jam packed calendar of events for 2024. We are aiming to have accessible study leave for all neonatal staff and move some of the study days around the region, utilising new venues, resources and faculty. I look forward to seeing you at upcoming study days.

Lastly and most importantly, a huge thank you from me personally for your support with our ODN study days. Whether you have attended, facilitated, sourced funding or shared our emails with your colleagues I really appreciate it. We wouldn't be able to run these study days without you all so thank you.



OUR UNITS



BEDFORDSHIRE HOSPITALS

Luton & Dunstable and Bedford Hospitals

Clinical Director for Neonatal Services-Jennifer Birch
Neonatal Lead Clinician Bedford-Anita Mittal
Lead Nurse Luton & Dunstable-Anthony Baker
Matron Bedford-Linda Queijo-Ridor

Introduction

2023 was another busy and exciting year for both Neonatal Units across the trust. We attended the topping out ceremony for the new acute services block in March and the building continues to progress towards completion next year. We had some leadership changes in our nursing teams with Val Devally taking well-deserved retirement and Claire Adamson moving back “home” to Scotland. We were really pleased to welcome our new Matron for Bedford, Linda Queijo-Ridor and our new Lead Nurse for Luton, Tony Baker. Both of them have brought fresh eyes and a great deal of enthusiasm for delivering excellent neonatal care across our two sites. We have made some fantastic progress in terms of our AHP support across both sites and now have greatly improved dietetic and physiotherapy support, enhanced psychology and have welcomed new Occupational and Speech and language therapists to our team.



Achievements:

Luton

- Now 0 vacancies due to international recruitment
- Education pathway for QIS training and international recruits. Currently at 51% QIS, 18 staff members due to complete QIS within the next year
- Active research portfolio-WHEAT, SurfON, Feed 1, NeoGASTRIC and IGBS currently ongoing with DIVO due to start and working towards setting up EAGLET and BASE trials
- Redevelopment plans progressing well for brand new high spec NICU-expected move in date is September 2025



Luton & Dunstable and Bedford Hospitals

- Latest QI project is development of IVH care bundle in collaboration with ODN
- FiCare education programme complete for all nursing staff. Currently adapting for medical staff
- BFI stage 1 complete-stage 2 underway. Luton Borough Council agreed funding through Family Hubs for stage 3
- TC-NG feeding established. Current criteria >35 weeks and >1.8kg, to go to >34 weeks and >1.6kg by end of July
- Trust agreement to purchase further house for parental accommodation
- Capital bid agreed to purchase 20 neo Omnibed Giraffe incubators
- Positive feedback from doctors in training

Bedford

- Appointment of 1 locum consultant paediatrician with neonatal SPIN
- Progressing well towards a BAPM compliant Transitional care-starting to introduce NG feeding
- BFI stage 1 complete-stage 2 under way. Bedford Borough Council agreed funding through Family Hubs for stage 3
- Successful completion of 2 more nurses becoming qualified in speciality
- Band 7 risk and governance lead appointed working part clinical and part management
- Meal vouchers for mothers staying on SCBU
- 100% QIS nurses NLS trained
- 1 Nursery nurse doing her nursing associate training



Luton & Dunstable and Bedford Hospitals

Cross-site/integration work

- Merging guidelines to streamline care and aid rotational medical team experience
- Joint fundraising efforts continued
- Collaborative cross-site governance meetings
- Cross-site educational opportunities-regular collaborations between education teams, all internal study days offered to staff on both sites
- Full EPR to be implemented across both sites (BadgerNet)
- New nurse management team in place for both sites
- Improved AHP support across both sites

Challenges

Luton

- Staff skill mix
- Maternity capacity and activity having a direct impact on NICU
- Large numbers of staff on maternity leave
- Aging incubators requiring large amounts of maintenance impacting available equipment-new equipment on order but company has delivery dates of a year after order placed
- Layout of unit does not allow easy flex between ITU and HDU affecting acceptance of IUT
- Maternity capacity affecting acceptance of IUT
- Pharmacy Support



Bedford

- Implementation of quality improvement projects
- Aging ventilator requiring to be renewed as end of life
- Staffing sickness impacting on QIS skill mix



Luton & Dunstable and Bedford Hospitals

Cross-site/integration work

- Standardisation of documentation process

Ambitions

Luton

- Deliver bite sized FiCare training for medical staff in regular teaching sessions-aim for all medical staff to receive training
- Finalise plans to move into new NICU
- Implement full EPR over 18-24 months and continue to work towards implementing electronic prescribing

Bedford

- Achieve Bliss silver accreditation
- Continual enrolment onto QIS course
- Reintroduction of simulation training
- Implementation full EPR over 18-24 months and continue to work towards electronic prescribing
- Purchase of video laryngoscope and training of medical staff

Cross-site/integration work

- Receive BFI accreditation
- BAPM compliant TCs on both sites with full adoption of criteria
- Full alignment of processes and documentation

NORTH WEST ANGLIA

Peterborough City Hospital

Lead Clinician-Katherine McDevitt

Lead Nurse-Tracy James

Ward Manager-Katie Barke



Another busy year at Peterborough City Hospital.

The team have remained committed to providing outstanding care and commitment to the families and babies.

Achievements:

We continue to have a great working relationship with Hinchingbrooke SCBU with many of our successes being shared cross site.

In 2023 we reached stage 3 UNICEF BFI Accreditation, becoming the first unit in the East of England ODN to achieve this.

Receiving runner up East of England Neonatal Team of the Year at the NHS England Perinatal Annual Celebration was a fantastic achievement for the team.

With all the fantastic achievements within the ODN and nationally it was great to continue our achievements locally with achieving Outstanding for CREWS in four domains.

Alongside UNICEF we are also working very hard to achieve BLISS accreditation, recently reaching bronze and on a trajectory to meeting gold



NORTH WEST ANGLIA

Peterborough City Hospital



Collaborative working with maternity:

Peterborough NICU have continued to collaborate with maternity services to reduce term admissions with weekly ATAIN meetings to review individual cases.

Joint training with Maternity staff continues with bespoke nursery nurse study days ☐

Creation and publication of the virtual tour of the unit to allow parents to see the unit has been completed. The video has been invaluable providing families the opportunity to view the ward before arriving with their baby. The video is now available on the trust website and being shared with our expectant parents antenatally.

Family Integrated Care:

We have been successful at purchasing several additional new reclining chairs and bed chairs to ensure we have a 'comfy' chair at every bedspace, providing the opportunity for parents to sleep at the cot side if desired.

Along with the ODN we have been working hard to successfully implement AHPP roles on NICU. We have successfully appointed and have embedded occupational therapy, dietetics, physiotherapy, and psychology.

To complement the role of the psychologist we have created and recruited to the new post of Neonatal Nurse Specialist Counsellor.

Staffing:

We are passionate in developing our team with a 'grow our own' culture, having also recruited two band 6 nurses into band 7 senior sister role we have also recruited to the band 6 line and created opportunities for secondments to develop our band 5 and band 6 nurses.

We have three trainee ANNP's who will be complementing the current ANNP rota in September 2024/2025.

Hybrid roles have been created to support recruitment, retention and skill development of Neonatal Outreach and Neonatal Nurses, Neonatal Infant Feeding and Family Integrated Nursery Nurses and Neonatal Infant Feeding and Outreach Nursery Nurses.



Ambitions for 2024:

- Going for the Bliss Baby Charter Accreditation
- Continue joint training and collaboration with Maternity staff
- Kitchenettes within our parent flats
- To continue to improve parent education and discharge we aim to recruit to the Neonatal Admission and Discharge Liaison Nursery Nurse role.

NORTH WEST ANGLIA

Hinchingbrooke

Lead Clinician-Hilary Dixon

Lead Nurse-Tracy James

Ward Manager-Debs Milham

Nov 23 - We celebrated World Prematurity Day



Achievements

- Following a 9 month decant, we moved back to a wonderful, refurbished unit complete with a parent room (for the first time).
- In June we received an Outstanding in our internal CQC style CREWS assessment.
- In July we achieved Stage 2&3 of the UNICEF Baby Friendly Initiative Standards (BFI). Our Trust was the first in the country to apply for both stages, across 2 units at the same time (1 SCBU & 1 LNU).
- We have recently submitted our application for the BLISS Silver Accreditation.
- We currently have 3 nurses completing their Qualified In Speciality (QIS) training, another Nurse has finished the Transitional Care (TC) course and one of our Nursery Nurses won a bursary to complete the Newborn Behavioural Observations (NBO) training, by the Brazelton Institute.
- Our Clinical Educator is now also a Professional Nurse Advocate.
- We launched our own NLS programme, with the help of other faculty members from other neonatal units.
- We produced a video tour of SCBU embedded into both Trust website and YouTube.
- We funded another year of V-Create for our parents.
- We now have a dedicated Dietician and Physio on the unit.
- The Family And Baby (FAB) Team are also visible on the unit and involved with our families.
- We co-run a Parents Support Group every month with the MNVP.
- We launched Probiotics for SCBU babies.
- We recruited a Clinical Psychologist and created a post for a Nurse Councillor. We have now launched as a Family Support team with a quiet room for supportive conversations with families.



NORTH WEST ANGLIA

Hinchingbrooke

MNVP



- We supported the merger of the Neonatal Voices Partnership (NVP) with the Maternity Voices Partnership (MVP) to become the MNVP, who meet each month to discuss raising awareness of the group, ensuring unit literature is appropriate for parent use, supporting with psychological support and exploring experiences of feeding support in the units.
- 3 of our team were nominated and won 'Neonatal Nurse of the Year', 'Nursery Nurse of the Year' and runner up 'Neonatal Nurse of the year' as voted by the Maternity & Neonatal Voices Partnership (MNVP) for Peterborough & Hinchingbrooke.
- We took part in the first ever 'Neonatal 15 Step Challenge', which gave us insight into how parents and their families perceive us in their first few minutes of entering SCBU and meeting the team. This allowed us to make some changes to improve our service

Dec 23 – SCBU Xmas Party



Apr 24 – SCBU Easter Egg Hunt

Ambitions for 2024-25

- Achieving Bliss Baby Charter Silver [Accreditation](#).
- Taking part in the NeoGASTRIC Research Trial.
- Joint training with Maternity staff of different grades.



EAST SUFFOLK & NORTH ESSEX

Colchester

Lead Clinician-Ramona Onita

Lead Nurse-Laura Grover

Matron-Emma Hart

Achievements

It's been a year full of change. We welcomed new team members across all bands and roles and wished others well in new adventures. We successfully recruited Lidia Fernandez as ESNEFT's cross site Patient Safety Nurse, Gemma Lindsay-Hedgecock has become our full time PDN and our AHP team has expanded thanks to Ockenden funding. ANNP, Jo Abraham, is in her final year of training and Rachel Pyman also joined the Division as General Manager and has brought a strong neonatal voice.

At senior level, we have **3 new Paediatric Consultants with expertise in Neonatology**, Dr Kamani Moodley, who also has neurology expertise, Dr Madhavi Bandara, with a respiratory interest and Dr Ahmed Ali with an HDU interest.

Nursing workforce continues to fulfil the **70% QIS requirement** with the focus last year on changing the staffing model to ensure each shift has a supernumerary nurse in charge.

The AHP team has expanded leading to increased training opportunities for the team, new equipment for the ward and integrated projects including the launch of the 'Neonatal Library' a new initiative to encourage bonding through reading.

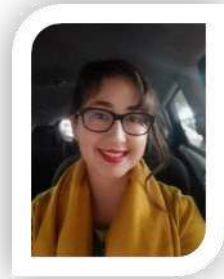
The Neonatal Outreach team held their first **Clacton Neonatal Outreach Clinic in July seeing and supporting babies and their families**. The clinic was set up to provide parents with the opportunity for peer support. This year has also seen the team take over the CONI programme and Braselton Assessments.

NNAP Data. Thanks to the collaboration and dedication of our ward clerk and ANNP we have been **identified as outstanding for the audit measure 2 year follow ups!** They have introduced telephone call reminders where families are given the opportunity to hear about what to expect, ask questions and hear top tips. The team have recently undergone training to deliver the most up to date Bayley-4 assessment to support our babies' developmental journey.

In the past year the Neonatal Team have started their BFI journey and **successfully achieved Stage 1** accreditation. The project is being led by Jade, Band 6 sister and Chloe, Nursery Nurse. They have both worked in collaboration with the Ipswich team, creating and delivering the education package to a cross site audience.

Family Integrated Care continues to be a focus for the Neonatal Team, with the added expertise of the AHP team. This is reflected in the commitment for all staff to be FINE 1 trained and supporting a further two members of staff to complete the FINE 2 training. **'Colchester NNU be a Fine Star!'** continues; it was a fantastic accolade to see the project feature in the Fine National Summer UK newsletter.

As a unit we are continuing to **work towards our Bliss Silver accreditation**, achieving a boost following Louise, Neonatal Psychologist commencing in post. Over the past year listening to service user feedback has led to the makeover of our parent bedrooms including the addition of height adjustable electric beds, an increased number of breast pumps and comfortable feeding chairs.



Colchester

Cross site collaboration has gone from strength to strength and now covers guidelines, competencies, equipment, BFI training, documentation, study days and staffing. Clinical care has been enhanced this year by the ability to provide active cooling. In April the unit took delivery of a **Criticool** and after a period of training including in house video message the equipment is being used to treat babies with suspected hypoxic ischemic encephalopathy. PDN, Gemma, has also been promoting the use of LoCANTS in collaboration with the PaNDR team, supporting with demonstrations to the Secretary of State for Health and NHS England CEO.

The premature bundle of care – PERIPrem was launched in collaboration with maternity along with a **cross site ATAIN** meeting to support wider learning. Term admission compliance has been maintained. We also implemented PREDICT forms for better documentation and communication within the MDT around the risks for premature babies according to their gestation. We have also started **cross site MDT Fetal Neonatal meetings**. These meetings provide the opportunity to discuss pregnant women whose babies have been diagnosed with a congenital abnormality and will require neonatal input. To further support these families the neonatal team also offer to be part of antenatal discussions and facilitate visits to the neonatal unit.



This year we continued the tradition in organising a Neonatal Skills Day and regular **NLS training days** along with PANDR study days and regional perinatal mortality and morbidity meetings. Paediatric trainees were busy completing different audits and projects: including the Neonatal library, which had great feedback from parents and the AHP team; RDS incidence pre and post antenatal steroids use; Hypoglycaemia audit along with many other audits that were completed. We contributed to NNAP data, as expected.

As a team we thoroughly enjoyed welcoming members of the ODN for our Peer Review. We were proud of the feedback and how as an MDT we are working towards achieving the subsequent recommendations.

All of the successes above have been achieved and made possible by the **hard work and dedication of every member of the Neonatal Team**.

Challenges

The clinical space in each nursery continues to remain a challenge along with the limitations of the current parent facilities.

Transitional care continues virtually on the postnatal ward.

ROP cover and service provision during clinicians annual leave.

Ambitions for 2024

To implement transitional care as per the BAPM guidelines by March 2025

Revisit the Neonatal Expansion Business Case and agree a way forward for the redevelopment

Recruit into quality roles; infant feeding and FiCare

Embed PNA role

Bliss Silver Accreditation

Expansion of ROP service; to purchase reinal camera and embed into practice.



Lead Clinician-Matthew James

Lead Nurse-Scarlett Fleming

Matron-Emma Hart

Achievements

2023 has seen more exciting additions to our leadership team. Katie Scripps started in our PDN role, and Lidia Fernandez will be joining us as Neonatal Governance Nurse for ESNEFT, following her maternity leave. This means that as we enter 2024 we will have achieved our 2022 ambition to develop the neonatal governance team across ESNEFT. We obtained funding for an 8B Advanced Neonatal Nurse Practitioner to help support the middle grade rota

Throughout 2023 we have seen a huge amount of cross site working with our ESNEFT counterparts in Colchester. This has meant we have been sharing with each other our best practices and making improvements to benefit our babies and families. For example, we have run joint study days for QIS skills, IV study days and BFI team days.

Our MDT working within the trust has also improved as our nurses now attend PROMPT training with midwifery and obstetric colleagues.

Thanks to our BFI working group, established in 2022, Ipswich Neonatal unit has been awarded the Baby Friendly Initiative (BFI) Stage 1 and are continuing to work towards the next stage of accreditation.

We continue to work towards Bliss Silver accreditation. There have been delays whilst we awaited our AHPs coming in to post. However as of October 2023 all our AHP vacancies filled. Our AHP underspend was used for environmental improvements for families, training opportunities and resources for our AHPs. The whole team know when the AHPs will be available thanks to the creation of our AHP timetable.

The BLISS Charter Lead Nurse, Sharon Ward, has been very active both on and off the unit, as always! We have established a local neonatal family support group for parents who have been discharged. Sharon raised £1308 for the unit which was used towards making our parent bedrooms and expressing room family friendly. On the unit we celebrated World Prematurity day and Kangaroo Care Week.

Ipswich Midwifery, Obstetrics, and Neonatal teams are very proud we had no death of any baby admitted to the neonatal unit, including those transferred for tertiary care. In addition, there were no babies with grade 2 or 3 Hypoxic Ischaemic Encephalopathy who needed cooling. Everyone should be extremely proud of this amazing achievement – it shows how well we all work together as a team. As a unit we are now able to actively cool babies as we recently purchased and trained everyone to use the CritCool Machine – enabling us to optimise the care HIE babies receive.



Ipswich

As a team we continue to undertake QI projects as joint multidisciplinary teams involving neonatal medical, nursing, midwifery and obstetric staff. As a result we have had very successful projects:

- The PeriPrem project to ensure optimisation of the babies under 34 weeks to give them the best possible start has started and is ensuring continued MDT working
- The Neonatal Normothermia project had a big impact, reducing the number of babies admitted with a temperature of less than 36.5 from delivery unit, theatre or postnatal wards from 83 babies in 2019 to 16 babies in 2023. There has been a consistent improvement. We have started continuous temperature monitoring as a new QI project to help specifically with mild hyperthermia in the 32 weeks and under babies.
- In addition the deferred cord clamping project resulted in improving deferred cord clamping rates in babies less than 34 week from 29% (18 babies) in 2020 to 94% of babies under 34 weeks receiving at least 1 minute and 100% receiving at least 30 second. 26 extra babies received deferred cord clamping which could have potentially saved one at least one extra life!

We sent a team on the Perinatal culture and leadership programme which has developed a maternity Quad and continued to work on our civility saves lives ongoing project to improve everyone's behaviour in the work environment recognising that to get the best possible outcome for our patients and families we have to work together. We came together as a maternity and neonatal team to set some house rules, setting behaviour standards and implementing them within our departments.

We had our ODN peer review which was largely positive and we have been able to complete our action points promptly.



Challenges

We have continued to work on ATAIN and reducing admissions and separation which are high compared to other trusts. A multidisciplinary team we continue to meet weekly to review every term admission. We are now conducting cross site ATAIN meetings to share learning and including ATAIN education on our mandatory study days.

We continue to work towards providing transitional care as per the BAPM guidelines. Our matron, Emma Hart, has written a business case to propose a new transitional care to our trust board.

QIS trained staff percentage is increasing, with 3 more staff becoming QIS if they pass their course this year.

Ambitions for 2024

- As a trust are undergoing plans for Electronic Patient Records, as a neonatal team we hope to contribute to making this system effective and safe for our patients
- To provide transitional care as per the BAPM guidelines by March 2025.
- We would like to use more of our charity funding to improve our parent facilities by potentially creating an exclusive neonatal garden

Lead Clinician-Poorva Rathod

Matron-Tara Rivers

Lead Nurse-Lucy Lisle

The last year has seen some very exciting changes and achievements for the team at Basildon Neonatal Unit.

Our Matron Tara has retired after working on the unit for 33 years, she left in style with a celebration and warm wishes from both past present staff and families who have been the recipients of her care. We are delighted to welcome Raji John who has been appointed as the new Matron. Staff changes also include two new PDN's, Emma Atkinson and Sara Williams along with Sarah Mills as a Neonatal Governance lead. We have also appointed two new neonatal consultants.

Our team of AHP's have expanded and now include a clinical psychotherapist, a speech and language therapist and a dietician, alongside the physiotherapist and occupational therapist. This has provided invaluable support for both parents and staff.

A virtual tour of the unit is now available for parents to see the unit before they arrive, it is hoped that this will relieve anxieties they may have. We have also joined the repatriation programme to ensure that babies are returned to their local unit as soon as it is appropriate, improving the neonatal experience for families.

New equipment

We have been very fortunate to have received the following equipment over the last year

- Transport incubator
- Hamilton ventilator
- 19 new Phillips monitors and a central monitoring station
- Lifestart trolley
- Criticool

Staff education and development

- 1 QIS
- 68.75% FINE trained
- 2 GIC
- 2 attended Emprove Neonatal Simulation instructor course
- One nurse has completed the PNA course
- One nurse has completed both the TRiM assessor and managers course and has started to carry out post trauma assessments
- One nurse has started the NIPE course

Basildon

We are proud to share several outstanding achievements from the last year

Stage 1 BFI accreditation achieved

BLISS Bronze

The introduction of routine pulse oximetry testing on all term babies

Introduction and implementation of PSIRF (Patient Safety Incident Response Framework) in managing patient safety incidences, for the purpose of learning and improving patient safety

The Transitional Care Team won a UKMUM baby lifeline award, this was after a nomination from a family who were cared for by the team. We had very special evening at the awards ceremony and the Head of Neonatal Nursing also attended a presentation at 10 Downing Street.

The Basildon Neonatal team enjoyed success at the East of England Perinatal Awards, The Transitional Care Team were awarded the Neonatal Team of the Year and Jo Guler was runner up nursery nurse of the year. Laura Miller, Head of Neonatal Nursing was awarded Neonatal Nurse of the Year, Laura has spent a large part of her career as a Neonatal Nurse at Basildon and we are very proud of her achievement

Wendy Moore and Hannah Day were selected for and completed the GIC training in Neonatal Life support

Lucy Lisle is a finalist for the trusts Shine award, for her work on Transitional Care, preterm optimisation, implementing the PNA role, ATAIN, Safety Champion and improving staff culture.

Ambitions for 2024-2025

- Implementing the use of Criticool
- BFI stage 2
- Bliss Silver accreditation
- To do simulation training across nursing and medical teams

Virtual Tour



Broomfield



Lead Clinician-Ahmed Hassan

Matron-Tracy Fox

Ward Manager-Jackie Kane

Over the last year we have welcomed Tracy as our new matron; she brings with her a wealth of knowledge and experience from Royal London and more!

Our nursing team has expanded to fill vacancies and cover maternity leave.

Our AHP team has grown too, and now includes SLT, Dietician, Physiotherapist, Occupational Therapist and Psychological Therapies. They have embraced our unit and provide invaluable support to the team and families we care for.

Staff training continues, with many opportunities for staff to undertake:

- Qualified in Speciality Course,
- Newborn Life Support,
- BFI,
- East of England study days,
- FINE (Family and Infant Neurodevelopmental Education),
- Neonatal Emergency Simulated Team Training (NESTT),
- As well as in-house neonatal specific and collaborative with maternity study days.

Our QIS compliance has increased and on target to be 74% compliant by the end of 2024.

We are proud to share some of our achievements from the last year:

- We have successfully achieved Silver Accreditation for Bliss Charter in May 2024 and have our Gold Accreditation assessment booked in September 2024. We have been asked to share some of our practices and innovations at a Scottish Bliss webinar!
- We have achieved Stage 2 BFI Accreditation.
- We have implemented a unit “virtual tour” and a “1 Page Information Sheet” for families that potentially may need neonatal care.
- Our unit was nominated again this year for a “Shine Award.”
- We received very positive feedback from both our PEER Review in September 2023 and our Internal Compliance Review in October 2023.
- We continue to receive positive feedback from families – with 2 families sharing this feedback with our Trust Communications Team in part of Nurses Day Celebratory event in May 2024.
- As planned, pulse oximetry screening on the postnatal ward – “Tiny Tickers” has been implemented.



Broomfield

- We have implemented monthly “Family Information Sessions.” These are led by our feeding link nurses and AHP’s, with our PEER support provided from our Bliss Champion and Broomfield Buddies Group. The sessions offer families support and information relating to feeding, developmental care, basic life support and facilitates discharge planning. It is also a good opportunity for families to meet each other and our team.
- We continue to support staff to carry out quality roles within the unit in accordance with the BAPM Service and Quality Standards for Provision of Neonatal Care offering protected admin time to carry out duties for BFI, FiCare, benchmarking, discharge planning etc. Our team recognises the importance of evolving practice in light of new evidence, they have embraced change and have adapted to it well recognising the benefits it has on the babies and their families we care for.
- Transitional Care celebrated its 1st Birthday in February 2024. The service is thriving and is a positive addition to the unit and facilities we can offer families. Discussions and estates reviews are underway across maternity and neonatal unit to plan expansion into a dedicated area for Transitional Care.
- We have purchased new chairs and furniture for the unit “quiet room” and “expressing room,” improving our family facilities further.
- We celebrated Kangaroo Care Day – with a unit target to achieve a minimum of 100 hours of skin to skin over the week – which we did!
- We celebrated World Prematurity Day.
- We have received many generous donations to the unit, some of which have been used to purchase more breast pumps that can be used on the unit and loaned to the parents to use at home whilst their baby is on the unit.

Goals for the coming year:

- Gold Accreditation for Bliss Charter
- Stage 3 BFI accreditation
- Complete final trust branding, and implement new unit booklet
- Work with MSE to update and standardise care plans across the 3 units



MID & SOUTH ESSEX

Southend



Lead Clinician-Raj Gupta
Lead Nurse-Maureen Barnes
Ward Manager-Jen Foster
TC Lead-Mandy Brown
PDN-Nicola Tremaine

Over the past year

- We have celebrated a year of Transitional care! We celebrated as a team with tea and cake!
We as a team have cared for 332 Babies over 1366 care days over the year



- We have relaunched MDT Simulations sessions providing opportunities for learning as a team
- We have filmed and launched our Virtual tour
- <https://youtu.be/qRUBtwTWc0Y?si=0Ve2LrorpF1L3ZpO>
- Encouraged more Family centered care with introduction of ROP screens whilst having skin to skin cuddles. Developmental care plans and more recliners chairs on the unit.
- Launched Neonatal Card medic cards to improve the unit's communication
- We have welcomed to the team Allied Health professionals!

We now have access to Physio, OT, SALT, Dietetics, and a psychologist. They bring with them a wealth of support for the team and the families. With their support we are moving forward developmentally family friendly initiatives

MID & SOUTH ESSEX

Southend

- We have had new artwork and refurbishments on the unit improving the light and space.



Staff notes

- Our Neonatal Matron Maureen retires after 44 years as a nurse- we all wish her well in her retirement
- Our Nursery Nurse Joanne Bryan claimed the Neonatal Nursery Nurse of the year in the East of England Perinatal Awards.

Plans for the coming year

- Increase the number of staff who have completed the FINE course
- Submit BLISS audit for silver accreditation and work towards Gold.
- UNICEF Stage 3 accreditation for the Neonatal unit.
- Capital replacement of our monitors and transport incubator
- Purchase breast pumps for families to hire from the unit to encourage breast/chest feeding

Lead Clinician-Tayyaba Aamir & Manoj John

Senior Matron Neonatal Services-Maija Blagg

Staffing:

It's been another busy year at WSFT with lots of changes within the team, including:

- New Ward Manager: Laura Grover
- Joint Lead Consultants for Neonates: Tayyaba Aamir & Manoj John
- Clinical Quality Assurance & Governance Lead: Abi Marquette
- Neonatal Information & Data Clerk: Lisa Magee

Following the provision of Ockendon funding WSFT have recruited to all recommended AHP posts, however this does not yet reach the recommended WTE for each discipline.

Three internationally trained nurses have joined the team. Two have already successfully completed their OSCEs, with the third due to do so a little later in the year.

One of our Nursery Nurses has recently retired, following 50 years' service in the NHS!

We have been able to increase our staffing template this year, and have put together a business plan for a supernumerary shift lead.

We received multiple nominations at the East of England Perinatal Celebratory Awards, including two for neonatal nurse of the year, two for AHP of the year, two nominations for excellence in innovation, one for inspiring leader, one for neonatal team of the year, and one for maternity team of the year!

We have reviewed our Transitional Care service, and have expanded our criteria to move us in line with BAPM standards. We have trained our labour suite midwifery colleagues to second check neonatal antibiotics, and are now in the process of training postnatal ward staff, this will reduce parental and baby separation even further.

We rolled out Health & Life Support evenings, teaching parents and carers basic life support and choking skills, as well as having MDT health care professionals on hand to answer questions and support parents and families. So far, we have supported around 700 parents/ carers. These sessions have also received a lot of media interest.

We were recently accredited BFI stage 1, and are now beginning working towards stage 2.

WSFT is part of the new hospital build programme and is in the process of engaging with architects to produce the new unit layout.

We had a successful Peer review. The review team stated that they met a cohesive enthusiastic clinical team, who demonstrate excellent working together.

We have implemented AHP information boards, with a monthly rotation from each discipline. As well as AHP study days for the nursing team.

West Suffolk Hospital

We have created a virtual tour for families to view prior to using our service, we hope this may go some way to relieve any anxiety around a neonatal admission. This can be found on both the WSFT and ODN websites.

Quarterly staff meetings are in place, with good attendance. We have also started “Thank you Thursday” – an opportunity for staff to acknowledge and appreciate each other.

Parental feedback continues to be positive, with 100% of parents saying they would recommend our service.

Equipment:

We secured charitable funding to purchase three electric riser/ recliner cot side chairs, these assist easier mobilisation following C-section, as well as aiding skin to skin and infant feeding. This brings our total of reclining chairs to eight.

We have purchased observation monitors, and infusion pumps which will feed into our EPR system, the monitors will also feed into a central monitoring screen at the nurse’s station.

We continue work on the PERIPrem care bundle to improve outcomes for mothers and their preterm babies.

We have secured free parking and meals for all parents.

Training:

- Three staff are currently undertaking QIS training. Currently we are 75% / 70% BAPM staffing standard compliant. On successful completion of the QIS course, this will increase to 86%.
- We continue our in-house NLS provision
- One member of staff is completing Professional Nurse Advocate training
- One member of staff undertaking FINE level 2
- 100% of our nursery nurse team have completed either the QIS special care module, or the Network TC course
- Joint training with maternity colleagues, including PROMPT

We are a responsive, truly multidisciplinary service, built around the needs of babies and their families in our care. We are powered by the West Suffolk NHS Foundation Trust values, focusing on quality, safety, and Family Integrated Care.



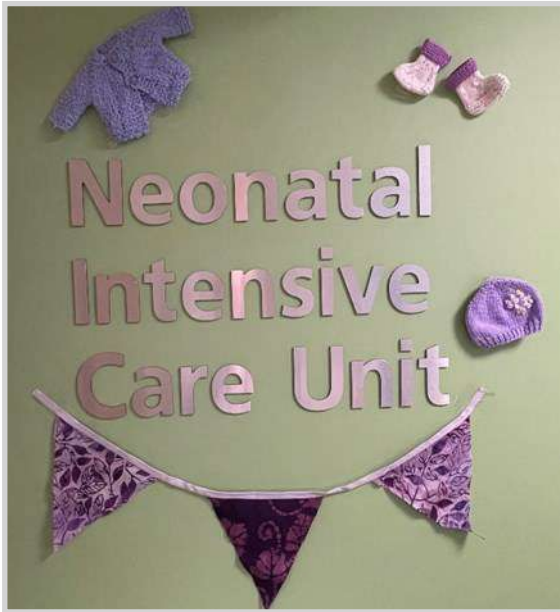
Father Christmas team (Lorcan in Centre with Maija Blagg (matron) & Danni Fletcher (senior staff Nurse



Jenna & Kenny Jones with Hazel & staff from neonatal unit



NNU staff with Melissa, Stuart & Elsie Smith



Lead Clinician-Salamatu Jalloh

Lead Nurse-Sally Crane

Matron-Kit King

Deputy Head of Nursing-Laura Morgan

Clinical Director of Children-Dr Barbara Piel

Achievements

- We have achieved stage 1 BFI accreditation and are working towards stage 2.
- EPMA is embedded
- Postnatal readmissions group set up and all PNRA are reviewed every fortnight (alternating with ATAIN meetings)
- ANNP Numbers are increasing with 3 trainees currently and 1 due to qualify in September.
- We have Professional Nursing Advocate on our team for staff support.

NCCR GIRFT Implementation.

- Increased ITU and HDU activity (DO WE NEED TO ADD THE NUMBERS HERE)
- LISA embedded in practice, and this is done with use of a Glideslope video laryngoscope
- The Kaiser sepsis tool is embedded in practice
- Steps have been taken towards research involvement; we are a continuing site for the WHEAT trial
- Remote sharing of ROP images
- PERIPrem in use
- AHPs in post = Clinical Psychologist, OT, Physio and Dietician.
- PSIRF set up and there are incident review meetings three times a week.
- The perinatal culture programme (quad) has been set up with the aim of fostering closer relationships and improving patient safety.
- We have a Criticool cooling mattress which enables us to commence the active cooling process.

Quality Improvement Projects

- Identical neonatal resuscitation trolleys set up in NICU, Delivery Suite, Postnatal Ward and A&E
- We continue to be a course centre for the New-born life support course and are proud of our training rates for the NLS.
- We continue to be a course centre Unit involved in early talks about new hospital planning.

Clinical Psychology: Dr Tracey Jansen, Principal Clinical Psychologist.

We have had clinical psychology provision on the unit since September 2023, at 0.2 wte.

Family support:

The initial focus has been on developing psychological support for parents either by the cot side or more formal one to one psychological therapy. Being a smaller unit has meant the psychologist is able to introduce herself and the role of psychology to the majority of parents and babies within a week of being admitted; hopefully reducing any concerns parents hold about speaking with a psychologist. The psychologist attends the ward round when on the unit where need for psychological input can also be highlighted. With the addition of an Occupational Therapist to the unit we have been able to offer fortnightly Cake & Chat groups for parents with a focus on self-care, peer support and education as the need arises. A parent information leaflet on psychological provision in NICU is going through governance and will hopefully be ready for dissemination to parents soon. We are hoping to develop a Parent Journal for parents to complete at the cot side as a way of documenting their baby's progress and aide parents' reflections on how far they and their baby have come.

Staff support:

The psychologist is contributing to the rolling programme of education to NICU staff, and this round of teaching focuses on Trauma Informed Care on the unit with the emphasis on both families and staff. The psychologist is also looking at delivering teaching to the doctors on self-care following a traumatic event. The psychologist is currently in the early stages of developing a reflective practice group for staff and is available to offer brief individual staff support where needed, or to refer on to the wider hospital staff support service.

ODN:

The psychologist attends regular ODN psychology meetings to share ideas, knowledge, resources and for peer support. This has also made liaising with psychologists from other units within the region easier during transfer or repatriation of babies to ensure continuation of care.



Update from Our Occupational Therapist

There has been occupational therapy 0.2 FTE on the ward since February 2024. The role is still in its infant stages but is predominantly focussing on assessing OT need on the ward, transitional care between acute hospitals and then transitioning to community teams if needed. OT is developing the provision of universal education through talking through positioning and resources cotside and also supporting Clinical Psychology with a fortnightly drop in Coffee and Chat Group. OT are present on ward rounds on Thursdays to promote therapeutic understanding and developing. Once there is a Physiotherapist in position, it is hoped we could do our own developmental care ward rounds.

As the role progresses, I hope to develop the sensory offer on the unit through the Baby Sense programme and also liaising with community teams and community catch up spaces to offer continued information on developmental care and potentially involve some elements of baby massage once I have completed my training. I am currently attending study days with the East Of England Group where they are linking us with new national guidelines and research about promoting Kangaroo care. I am also working closely with NNUH and JPUH to share resources and service development ideas. It is hoped this will also be completed with Addenbrookes and GOSH in the future.

I keep data quarterly for the ODN, figures so far reflect that between the beginning of April until May 16th, 5 babies have received 1:1 support cotside totalling to 465 minutes of therapy time. Out of those 5 babies, one has been onwardly referred to community therapy teams and one has been jointly reviewed on the ward with physio.

NORFOLK & NORWICH

Norfolk & Norwich University Hospitals

Lead Clinician-Florence Walston

Lead Nurse-Paula Mellor

Ward Manager-Gabiella Cawston

2023 has been another busy but positive year for our NICU. The team have expanded and grown with new funded posts in key areas such as Governance, PDN, and AHP's. We continue to have great success in recruitment to key posts and the whole team continues to go above and beyond to provide excellent, family centred care which is echoed in our family feedback and staff survey results.

As with every NICU unit we have been met with some challenges out of our control with equipment and supply issues with some critical stock items which have been frustrating. Thanks to the collaborative working across the Cluster, we have persevered through.

Medical staffing continues to cause some concerns at times with the ongoing high locum requirements due to tier 1 & 2 shortages which is a financial challenge at times.



Staff Room



Parents Room

There were many achievements throughout 2023

- Outreach continuing to provide 7-day cover with over 1300 visits made per year.
- Family Care Team continuing to use V-create daily to keep parents in touch
- Achieved Stage BFI accreditation.
- Launch of PERIPrem across Neonates and Maternity.
- Recruitment of AHPs.
- Launch of Kaiser Sepsis tool.
- Recruitment of additional PDN's and dedicated Neonatal Governance nurse.
- Positive outlier with NNAP for temperature standard.
- Staff room revamp.
- Commenced Perinatal culture and leadership programme. Pebbles in your shoe's initiative started.
- Obtained funding for parent rooms revamp.
- Regions first **Physician Associate** appointed in NICU.



Pebbles in your shoes

NORFOLK & NORWICH

Norfolk & Norwich University Hospitals

Research:

Following our centre being awarded the prestigious status of NIHR Clinical Research Facility, our NICU research team, during 2023 has recruited 301 neonates into 12 clinical trials and research studies. This has driven forward new medical devices, medication and interventions for babies across the world and has included recruitment into the worldwide Harmonie Vaccine Trial, a commercial study which demonstrated that Nirsevimab delivers an 83% reduction in RSV hospitalisation, compared to infants who received noRSV intervention in a real-world clinical setting. This vaccine is now being routinely administered in some countries and is awaiting approval to be added to the UK immunisation schedule. This is groundbreaking research, which our unit is very proud to have been a part of.

Our Neonatal research team currently has 5 nurses, its own Research Data Support Officer and imminently a new position of Senior Lab & Data Support Officer, as well as several permanent members of the medical team, working hard to deliver and create studies to improve health care for our next generation.



Maternity and Neonatal Voices Partnership (MNVP):

MNVP is now well established. Regular meetings, coffee mornings and drop-in sessions are held. Monthly unit poster with data from previous month is shared. More information and display boards have been added to the unit. Summer picnic event being planned.

Ambitions:

- Expansion of NICU footprint, currently on the risk register.
- Achieved stage BFI One accreditation
- Training of more PNAs.
- Refurbishment of parent bedrooms.
- 2 staff members to commence lactation course.
- Purchase additional developmental care equipment.
- Continue working on Perinatal culture and leadership programme.
- Launch regular SIM training with 3 further members of staff to receive trainer training.

ANNPs and PA.

We are extremely fortunate to have a very experienced team of 9 ANNP's, led by Senior ANNP Rob Daniels, supporting the Tier 1 & 2 rotas. The ANNP's are fundamental in providing continuity and excellence in clinical care, supporting the continuing development of the team by leading bespoke teaching, involvement in clinical research, SIMS training, NLS provision to the region and working closely with the Senior leadership teams to develop the service. We welcomed our first Physician Associate who has not only settled in and found her feet but is becoming an integral part of team NICU.

EAST & NORTH HERTS

Lister



Lead Clinician-Ather Ahmed

Lead Nurse-Laura Kelly



World Prematurity Day 2023



Following are the **research** activities we have been involved from March 2023 to 2024 lead by Charu Bathia

HARMONIE interventional commercial study on RSV prophylaxis in early infancy: Primary recruitment completed in Feb. 2023 and Lister site 5th highest recruiter in UK. Secondary data collection completed in March 2024 and data shows significant benefit in the intervention arm leading to reduction in hospital admission related to RSV LRTI. (83.21% (95% CI 67.77 to 92.04; $P < 0.001$). JCVI recommended government to implement RSV vaccination in routine immunisation schedule.

FEED1 trial: RCT on full enteral feeds from day in 30 to 32+6 gestational age preterm infant compare to standard IV fluid/parental nutrition. Recruitment continues until Sept 2024. Excellent nursing involvement, Neonatal nursing team and research teams won an award from Feed1 trial on International women's day for being inspirational women. We have recruited 100th preterm infant to the FEED1 trial and we are one of the top 5 recruitment sites in UK among 50 neonatal units. We have excellent Neonatal nursing and junior doctor team who are very enthusiastic, committed, and eager to deliver high quality patient care. Their active involvement in consenting and randomisation has enabled us to achieve the milestone in departmental research activities.

WHEAT trial: With Holding Enteral Feeds Around Blood Transfusion – the WHEAT International Trial, Continuing Care-COLLABORATE: A Neonatal Precision Medicine Platform Trial. We have received approval from the trial team Dec 2023 and feasibility assessment has been undertaken. Training completed and awaiting recruitment as continuing site.

Posters presented: Joint European Neonatal Society conference in September 2023

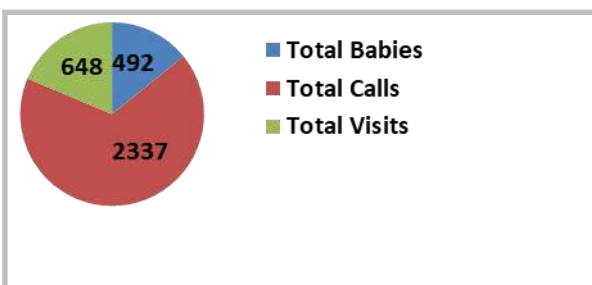
1. Babies who stew, may have HSV-2: When to consider HSV-2 in neonates and what does the evidence suggest?
2. The missing link for improving the Kaiser-Permanente Early Onset Sepsis guideline implementation.
3. TP-IN to TTA: Total Parenteral Nutrition (TPN) Administration on Time to Take Away Outcome Study of Early TPN Administration in a District General Hospital.
4. Can fetal thrombotic vasculopathy be an underdiagnosed cause of hypoxic ischaemic encephalopathy?

BPNA 2023 Annual Conference "Hidden depths on the surface"-Sub-pial haemorrhage in a neonate

Fire Drills

Our clinical governance nurse, Vanessa, has been very proactive in setting up fire drills with the support of Trust Fire Officer. Different scenarios were set up within the neonatal unit and with the activation of the Fire alarm this allowed for security, estates, maternity and multiple teams to react. This allowed for learning and actions to be shared among the different teams. The learning and benefits of these sessions was shared with our local maternity and neonatal system and as a result we now are part of the Fire safety working group with both Watford and Harlow Neonatal Governance Leads. We are working to ensure that all of our Band 6 and Band 7 staff completes their Fire Warden training.

Outreach Activity



Achievements

Parent Facilities

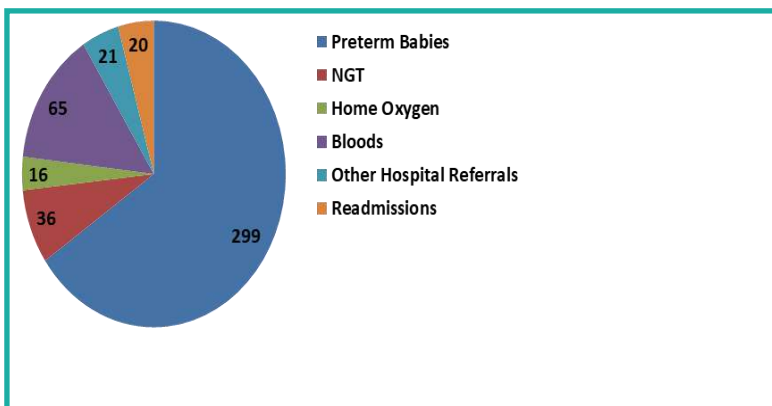
- Multiple fundraising efforts for the hospital charity lead to the refurbishment of the family facilities. Four bedrooms and the counselling room have been updated and new furniture purchased with the support of the families group.
- We secured free parking for all parents for the duration of the baby's stay on the neonatal unit.

Changes in neonatal care

- Implementation of Probiotics in preterm babies
- Rollout of pulse oximetry screening
- Changed to NEWTT2 on transitional care

Recruitment

- A 6th Neonatal consultant, Nipa Mitra, and a neonatal clinical fellow have been recruited to ensure we are compliant with BAPM 2018 medical staffing.
- We recruited into the practice development nurse and clinical governance nurse roles as well as the infant feeding team leader
- Physiotherapist, Lisa Chastell, started in January
- All band 6 nursing posts and our nursery nurses vacancies have been filled.



International Nurses Day



WATFORD

Watford

Lead Clinician-Sankara Narayanan

Lead Nurse-Elvira Baker

Newly refurbished unit



Celebrating World Prematurity Day



Achievements:

- Newly refurbished unit and new ventilation system. The project included provision of new counselling room for private conversations with parents, new milk kitchen and staff toilet and changing area
- Working closely with families and Raisespace (Trust Charity Organisation) to upgrade rooming in rooms furniture's and provision of food/snacks for the parent's snack bar
- Recruitment of AHPs (OT, dietician and Physiotherapist) to improve the care and management of our babies in the neonatal unit and transitional care
- Success in getting funding for an Omnicell unit to reduce medication errors, to improve patient safety and quality of care, heighten medication security and diversion prevention, increase nursing and pharmacy staff efficiency and improve medication tracking and regulatory compliance
- Achieved Stage 2 BFI accreditation in September 2023 with very good feedback
- Additional 6 BLS train the trainer who will support BLS training for parents before discharge.
- Successfully recruited a neonatal representative for the MNVP. Commenced coproduction projects that will improve neonatal services and improve patient experience
- Sustained compliance of ATAIN rates
- Appointment of Risk and Governance Nurse, data analyst, additional neonatal consultant and new ward manager
- Successful celebration of the World Prematurity Day in November 2023 and raised money for a Kangaroo care chair
- Weekly unit simulation and provision of relevant training to staff weekly
- Continued positive feedback from service users despite of temporary relocation for the unit ventilation project
- Increased research portfolio: WHEAT, BASE, Feed1, Neogastric.
- Respiratory pathway shared with LMNS to improve mother and baby separation. Plan to roll out the Early Respiratory Distress pathway as an LMNS quality improvement project.

Challenges in 2023

- QIS recruitment
- Funding for 7th neonatal consultant
- Inadequate side rooms for isolation
- Temporary relocation due to unit ventilation and refurbishment project

Ambitions 2024/2025:

- More collaborative and coproduction projects with MNVP to improve service delivery and neonatal care
- Redesigning and updating the current neonatal website and include unit virtual tour
- Achieve silver BLISS accreditation
- Continue upskilling staff especially QIS to continue BAPM compliance
- Achieve Stage 3 BFI accreditation
- Embed PSIRF and AAR in managing risk in the neonatal service
- Working towards the progress of the new trust building
- Phase 2 Badgernet EPR- interfacing
- Streamlining parent information leaflets and create QR codes for easy access for parents and service users
- Establishment of PEER support group in the hospital and in the community
- Recruitment of digital nurse
- Increase number of staff with PNA training to promote staff well-being, enhance work relationship and foster staff sense of value

Princess Alexandra

Lead Clinician-Sanath Reddy

Matron-Husnara Begum

Ward Manager-Laura Magee



Princess Alexandra Hospital has had a busy year and staff have continued to deliver an outstanding level of patient care whilst working together as a team with each other and also within the network and other hospitals to support each other.

Achievements for 2023

In August 2023 we welcomed Laura Magee into the Manager's role and seen exciting changes within the unit.

We have a new practice development nurse, Beena in post. She has been supporting staff with education and training on the unit. Beena has been ensuring all staff are NLS compliant and running in house study days for staff.

Fi-care Nursery Nurse role came into post. Rita has been doing amazing work with families on the unit and also having celebration days within the unit for staff and parents, such as, World Prematurity Day, Breastfeeding awareness, Baby communication awareness week, Mother's Day, Father's Day and World Menopause Day.

Video tour of the unit went live on our website for parents to see the unit before they come.

Our Infant feeding lead Clare Abela came into post and we proudly achieved our Baby Friendly Initiative stage 1 which has been a great achievement for the unit.

We are continuing to Work towards our Silver Bliss accreditation and hope to submit this mid-2024.

Our Physiotherapist Ruth joined the team and has made a huge difference to care delivered to our babies on the unit whilst supporting parents and staff.

Introduction of probiotics to the unit which in hand has significantly reduced our numbers of babies with NEC.

Developmental care and BFI study days for all staff on the unit.

Princess Alexandra

Challenges

Lack of AHP provision for Speech and Language and Psychologist role.

Lack of Transitional Care facilities.

Ambitions for 2024

Introduce Badger Diaries for staff and parents on the unit so we can update parents when they are at home or unable to visit – and also share photographs of their baby with them.

Launch of the Repatriation Nurse role within the Network.

Refurbish our parents' rooms and sitting room.

Introduce LISA to the unit – Less invasive surfactant administration

Work towards Baby Friendly Initiative Stage 2.



JAMES PAGET

James Paget

Lead Clinician-Dr Oluseun Tayo

Lead Nurse-Karen Wright

Achievements

The parent's accommodation room, has been refurbished with a fresh lick of paint, new artwork, and awaiting the arrival of a comfortable double bed. We were kindly gifted some new furniture and decorations by a family who used the room and went on to fund raise. The room once completed will feel much more homely and less like a hospital cubicle.

Before



After



In the second half of 2023 the team achieved Stage 1 Baby Friendly Accreditation. Receiving very positive feedback from the assessor, especially around the education package for staff

James Paget



The team were very pleased to also achieve Bronze Bliss Baby Charter Award.

Establish joint Maternity and Neonatal M&M meetings

Staffing

The team welcomed the new Dietician, Physiotherapist and Occupational Therapist to the Neonatal MDT. Tuesday ward rounds have become interactive learning experiencing for all involved, receiving positive feedback, and the AHP's are already making progressive changes to the care of the babies and their families.



A Risk and Governance Lead was appointed, and this has improved processes to support timely feedback and resolutions for families and staff learning. The post holder works very closely with the Maternity Team which has strengthened the working relationship and supporting joint learning across the services.



Research

The Paediatric Research Team has supported neonatal to increase research participation.

Studies undertaken:

Harmonie- RSV vaccine trial.

IGBS3- Group B Strep research

DOLFIN- as a continuation site

WHEAT- as a continuation site

Plans for 2024

- Continue to work towards achieving Stage 2 BFI accreditation.
- Fully recruit to AHP funding to include SALT and Psychology.
- Participate in further Neonatal Research- currently looking at SurfON trial.
- Support staff through GIC to enable in-house NLS updates.
- Recruitment into BFI and FiCare role.
- Support Band 5 staff to complete QIS course to ensure improvement in QIS compliance
- Work closely with our Maternity colleagues to ensure compliance with CNST, GIRFT and NCCR.