Scottish Perinatal Network

Strategy (2024)

Contents

Introduction

In 2017, the Scottish Government published *The Best Start*, a review of maternity and neonatal services in Scotland, providing a five-year forward plan for the improvement of maternity and neonatal services in Scotland. This included recommendations to create National Maternity and Neonatal Networks to promote sharing of experience and expertise and ensure integrated working across NHS Board boundaries.

Scottish Government commissioned NHS National Services Scotland to set up and host the two networks in 2019 (Neonatal) and 2020 (Maternity). Both networks were established as separate national strategic networks but they have increasingly been managed together under the umbrella of the Scottish Perinatal Network (SPN) since then.

"A single Maternity Network Scotland should be created to promote sharing of experience and expertise and to create regional or national protocols, for example to manage the most complex conditions at a national level."

Best Start, Recommendation 73

"There should be a single Neonatal Managed Clinical Network for Scotland with the new model to ensure integrated working across NHS Board boundaries, including input from service management and clinical staff. The maternity and neonatal networks should come together formally on at least an annual basis to promote integrated services."

Best Start, Recommendation 74

Role of Strategic Networks

National Strategic Networks work across geographical and organisational boundaries to support a 'Once for Scotland' approach to the planning, design and delivery of an integrated, holistic, person-centred care pathway across the health and social care system.

They will deliver added value across five broad objectives:

Network Governance and Structure

Communicating and Engaging with stakeholders / Leadership and partnership working

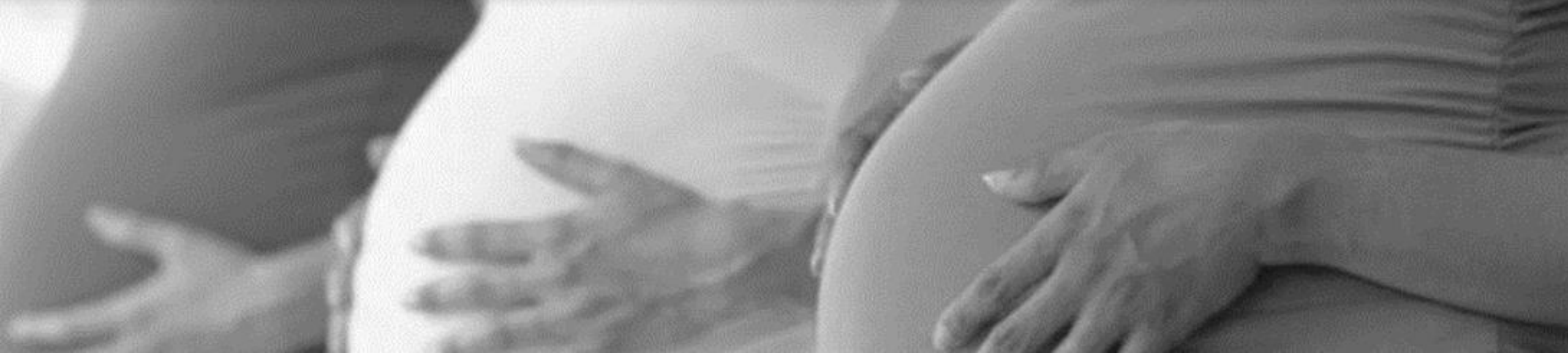Strategic Service Planning and Development

Continuous Improvement

Education, Training and Development

SPN Strategy 2021-24

Since their inception, the Networks have engaged extensively with their stakeholders across neonatal and maternity services, as well as with Scottish Government and partner organisations, to identify how best they can support and deliver value to their stakeholders. A joint SPN Strategy was developed to define specific strategic priorities up to 2024 in line with the role and objectives of a Strategic Network.

This Strategy was ratified by the SPN Oversight Board in March 2022.

The next page summarise progress against the maternity, neonatal and perinatal work priorities identified in the strategy, as well as the additional priorities that have emerged since the original development of the strategy.

SPN Strategy 2021-24

Maternity — 4 Priorities

Neonatal — 5 Priorities

Perinatal — 8 Priorities

Originally, **34 workstreams** to be delivered in total.
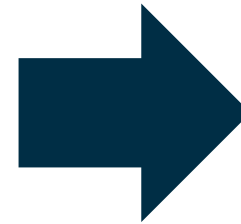
14 more workstreams were subsequently identified as additional priorities to be added to the SPN work programme, bringing the total to **48 workstreams**.

As of March 2024, progress is as follows:

Status	Original Workstreams	Additional Workstreams
Completed	10	1
Partially completed / In progress	13	9
Ongoing maintenance / Moved to business as usual	6	4
Paused	2	0
Closed	3	0

■ Original Workstreams ■ Additional Workstreams
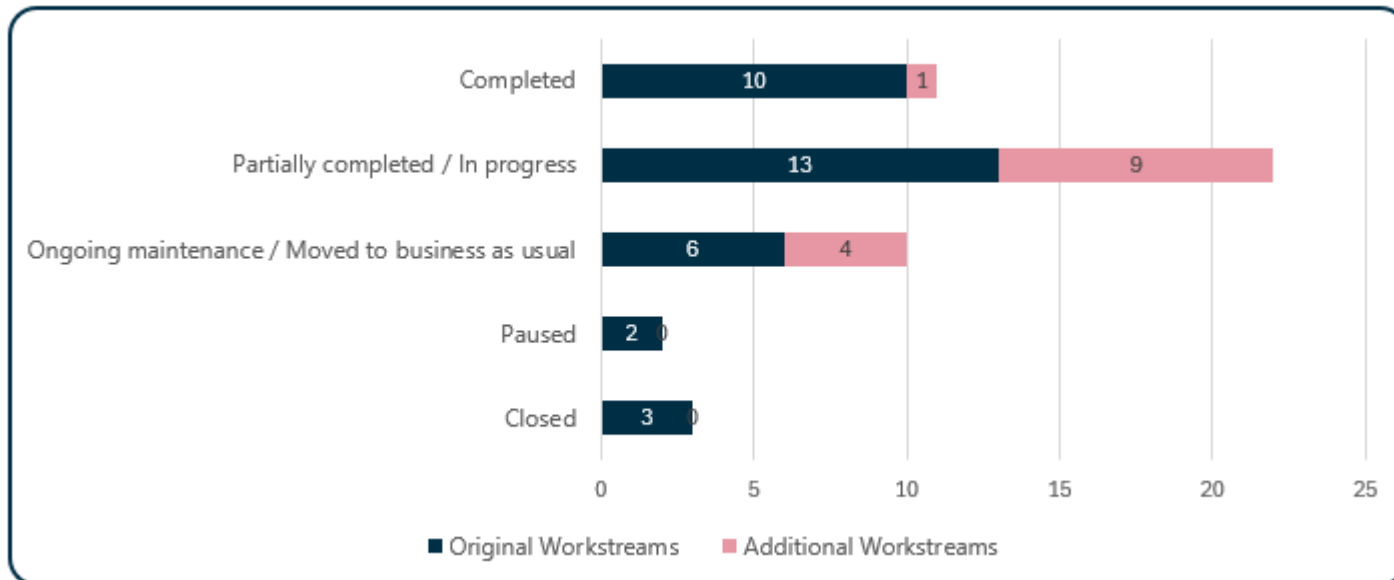
Strategic Refresh

To build on the progress achieved to date, there is a need to review and refresh the existing SPN strategy, taking into consideration:

Strategic Challenges
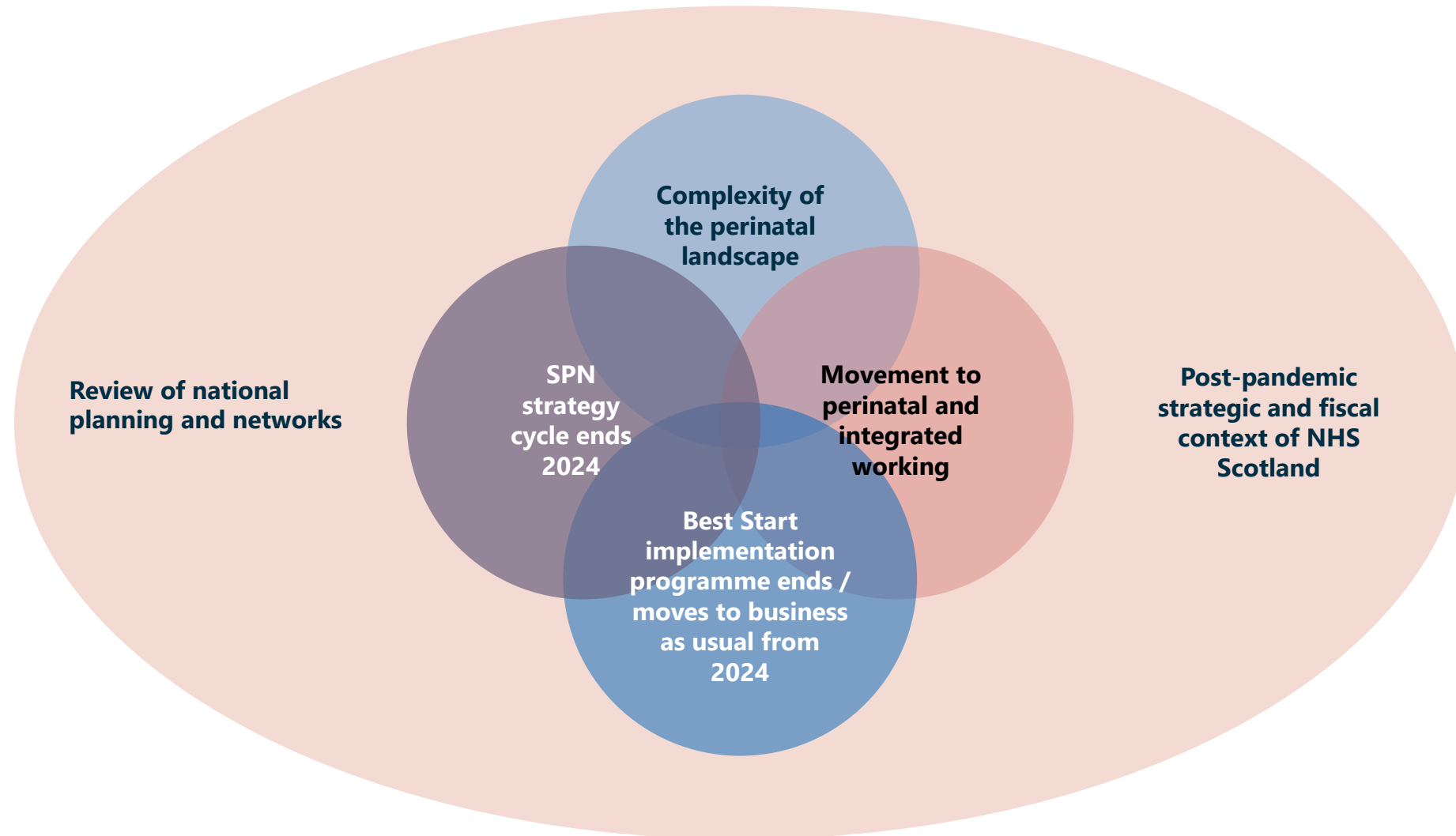
The key strategic challenges the network needs to address as it evolves are as follows:

Coordination and collaboration across all maternity and neonatal services to work effectively and efficiently as a joined-up perinatal system

Clarifying the remit of the SPN and its unique contribution to the perinatal system in Scotland

Effective decision making that provides strategic direction, guidance and support, balances competing priorities and delivers accountability to both SPN stakeholders and commissioners

Demonstrating how SPN work benefits its stakeholders and adds value

Long term sustainability of the network and its outputs

SPN Strategic Framework

To build on achievements to date and respond to the key strategic challenges outlined above, this strategic framework aims to:

- Articulate the **core principles** of how the network operates (see page 10)

- Define the network's **strategic goals** to be able to deliver on its role as a Strategic Network, maximising opportunities for collaboration, synergy and sustainability (see page 11-13)

- Provide a **planning framework** for the development of appropriate annual delivery plans (see page 14-17)

- Describe a **governance structure** for effective decision making and accountability (see page 18)

Core Principles

The following core principles will underpin how the network operates:

National approach
The SPN will plan its work and develop solutions nationally to improve consistency of care across Scotland.

Evidence-based / data-driven
The SPN will use evidence and data to inform decisions.

Scottish Perinatal Network

Collaboration
The SPN will collaborate across all maternity, neonatal and perinatal services and national strategic partners.

Leadership
The SPN will articulate national consensus and recommendations, recognising the need for local decision-making on their implementation.

Service user / family centred
The SPN will involve service users and third sector partners in its work and its governance and consider inequalities and their impacts.

SPN Strategic Goals

To be effective as a strategic network for maternity and neonatal services, the SPN will work towards six strategic goals:

1

Perinatal Focus

The SPN will be formalised by commissioning it as a single national strategic network that integrates the National Maternity and National Neonatal Networks, which had originally been commissioned separately. This will maximise opportunities for collaboration across the perinatal community and formalise streamlined governance arrangements.

2

Integration and Partnership Working

(a) The SPN will collaborate closely with its strategic partners, e.g. relevant other national networks, the Scottish Patient Safety Programme, NHS Education Scotland, Scottish Government or third sector partners. This will facilitate efficiency and collaboration across the perinatal system and avoid duplication of effort.

(b) The remit of the SPN will expand to include work previously managed and governed separately through Surgical Conditions Affecting Newborns Network Scotland (SCANS). This will optimise overlap in clinical capacity and objectives across SCANS and SPN through integrated approaches to work prioritisation and governance.

3

Agile Work Planning and Delivery

The SPN will deliver annual work programmes in line with the role of a Strategic Network as defined on page 4. These work programmes will be developed to meet the evolving needs of SPN stakeholders and within the planning framework set out in the SPN logic model (see page 14). While the logic model articulates overarching priorities and the high-level outputs, outcomes and impact the network aims to achieve, it does not provide project level details and activities. These will be described in annual delivery plans.

It is important to recognise the complexity of the perinatal landscape, and the wide range of concurrent, parallel workstreams by multiple agencies. The network will chiefly have a contributory role alongside others, rather than be the sole delivery mechanism for realising those outcomes. The SPN's annual work programmes will therefore be cognisant of, and interact with, the work programmes of strategic partners including other national networks, Scottish Government, NES, HIS, PHS or third sector to allow for appropriate collaboration and alignment between these parallel programmes of work.

4

Effective Governance

The SPN will refresh its governance structure, enabling the complementary functions of the Core Steering Group and Oversight Board (see page 18) to effectively support the work of the SPN as a single, integrated national network. This refresh will need to respond to the conclusion of the Best Start Programme and its Implementation Programme Board in mid 2024 to establish the SPN Oversight Board as a standalone function going forward.

5

Strategic Use of Data and Measuring Impact

(a) The SPN will develop mechanism to review information from a range of sources (e.g. national datasets, national audits and reviews, service data) and use this intelligence to inform strategic planning and prioritisation of improvement activities.

(b) The SPN will amend its existing key performance indicators to link network activities with outcome measures that can demonstrate the impact of network activities. This is expected to include quantitative and qualitative measures to provide appropriate and detailed feedback about the value delivered by the network.

6

Sustainability

(a) The SPN will develop long term plans for how the products of network activities can be sustained when there is need for active maintenance, coordination or operational support (e.g. national pathways, guidance, national channels for planning, collaboration and peer support and education platforms).

(b) Where possible, the SPN will negotiate transition of these maintenance activities to the most appropriate place within the wider perinatal system in Scotland to release SPN capacity to progress emerging priorities from the perinatal community.

Strategic Logic Model — Scottish Perinatal Network

OUTCOMES

INPUTS	PRIORITIES	OUTPUTS	Level 1	Level 2	IMPACT
Scottish Government funding	Governance and Communication	Channels for national planning and collaboration	Sustainable staff education and training	Right workforce with the right support	Scottish maternity, neonatal and perinatal services deliver consistent, high-quality care to all women, their babies and families
SPN community and structures	Professional Development, Peer Support and Education	Opportunities for shared learning	Learning from exceptions and good practice	National co-ordination and collaboration across all services	
Service / clinical expertise		Staff training / education packages	Clinical best practice is applied nationally	Access to the right care at the right time	
Service user voice / lived experience	Clinical Guidance	National guidelines, pathways and monographs	Service capacity and flow is managed system wide	Minimise unwarranted variations in care	
SPN programme management resources	Service Improvement and Re-Design	National consensus on service models	Reduced inequalities in care between different service user populations	Effective perinatal learning system	Services are: • Effective • Safe • Nationally consistent • Accessible to all • Sustainable
Service data, benchmarking and national audits, e.g. MatNeo Data Hub, NNAP, MBRRACE etc	Person-centred / Family Integrated Care	Recommendations on service improvement for local, regional and national implementation	Effective service user engagement	Person centred / family integrated care	
Work undertaken by strategic partners (e.g. PHS, NES, SPSP, SG or third sector)	Data and Evidence	Mechanisms for service user engagement	Women and families are active partners in care		

Ongoing monitoring and evaluation to inform overall delivery

Priorities and Annual Work Planning

The logic model on the previous page sets out the priorities for the SPN work programme and the high-level outcomes to be achieved. An expanded description of the outcomes for each priority is given below.

Annual delivery plans will provide more detail on specific activities and outputs under each priority.

Priority

Outcomes

1 - Governance and Communications

- Effective governance and strategic leadership of the network
- Engaged and well-informed stakeholders
- Improved national collaboration and efficiency of networked ways of working across perinatal services in Scotland
- Productive collaboration with strategic partners

2 - Development, Peer Support and Education

- Maternity and neonatal staff are enabled and supported
- Improved access to relevant professional maternity and neonatal training and education
- Increased sharing of best practice and solutions to common issues among perinatal teams
- Improved national collaboration and efficiency of networked ways of working across services and multi-disciplinary teams

Learning from exceptions and good practice

Sustainable staff education and training

National co-ordination and collaboration

Effective perinatal learning system

Right workforce with the right support

3 – Clinical Guidance

- Reduced unwarranted variation in clinical practice with improved outcomes for pregnant women, their babies and families
- Translation of new evidence into clinical practice
- Women and babies consistently receive the right level of care in the right place regardless of geographical location
- Fewer women are transferred when they ultimately do not require escalation of care (e.g. in-utero transfers that do not result in a birth)
- Improved, nationally consistent identification of and support for vulnerable pregnant women and families
- Improved management of maternity and neonatal capacity across Scotland
- Improved national collaboration and efficiency of networked ways of working across services and multi-disciplinary teams

- Clinical best practice is applied nationally
- Service capacity and flow is managed system wide
- Reduced inequalities in care between different service user populations

- National co-ordination and collaboration
- Access to the right care at the right time
- Minimise unwarranted variations in care
- Person centred / family integrated care

4 – Service Improvement and Re-Design

- Improved patient outcomes and care experience
- Consistent maternal medicine service provision across Scotland
- Nationally consistent access to fetal medicine care across Scotland
- Better understanding of safeguarding midwife roles and service gaps across Scotland
- Timely repatriation of babies requiring neonatal care to the nearest clinically appropriate unit
- Progress in improving access to AHP expertise across neonatal services
- Consistent model of neurodevelopmental neonatal follow-up

- Service capacity and flow is managed system wide
- Reduced inequalities in care between different service user populations

- National co-ordination and collaboration
- Access to the right care at the right time
- Minimise unwarranted variations in care
- Person centred / family integrated care

5 – Person centred / family integrated care

- Consistent models for maternity service user engagement across Scotland
- Increased engagement with maternity and neonatal service users in the Network
- Shared, nationally consistent model for FICare in Scotland
- Improved support for parents of babies in neonatal care

Effective service user engagement

Women and families are active partners in care

Person centred / family integrated care

National co-ordination and collaboration

6 - Data

- Improved quality of national audit data
- Improved availability of relevant data to inform improvement activities
- Improved ability to demonstrate the impact of Network activities

Learning from exceptions and good practice

National co-ordination and collaboration

Minimise unwarranted variations in care

Effective perinatal learning system

Person centred / family integrated care

# Governance and Programme Support

SPN Governance

SPN governance is provided through the structure outlined below.

The SPN Core Steering Group is responsible for delivery of the SPN work programme and making recommendations to the Oversight Board. It applies 'Once for Scotland' principles to the planning and delivery of maternity and neonatal care in Scotland.

The SPN Oversight Board determines the strategic direction of the network in response to emerging needs and priorities of the perinatal community. It provides the authorising environment for SPN work programmes and outputs, as well as provide an escalation route for managing risks and issues.

SPN Programme Team

The **Programme Team** is hosted by NHS National Services Scotland and provides programme management support and coordination and clinical leadership to the Network.
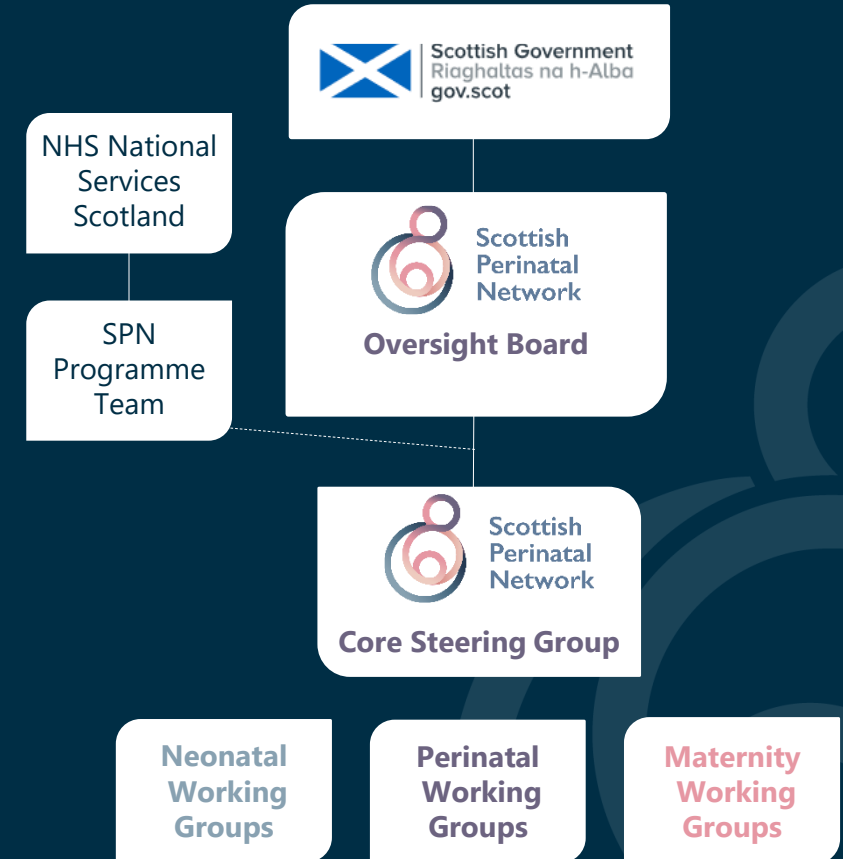
For more information about the Network please visit: https://www.perinatalnetwork.scot/

You can contact the SPN Programme Team at: nss.perinatalnetwork@nhs.scot

or via Twitter @ScotPerinatal