

THAMES VALLEY & WESSEX NEONATAL OPERATIONAL DELIVERY NETWORK

Escalation Policy

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Electronic Location	Website: https://www.networks.nhs.uk/nhs-networks/thames-valley-wessex-neonatal-network
Related Procedural or National Documents	<p>National Neonatal Critical Care Service Specification 2013 https://www.england.nhs.uk/commissioning/spec-services/npc-crg/group-e/e08/</p> <p>National Neonatal Transport Service Specification 2013 https://www.england.nhs.uk/commissioning/spec-services/npc-crg/group-e/e08/</p> <p>DH Toolkit for High Quality Neonatal Services (2009) – now archived http://webarchive.nationalarchives.gov.uk/20130123200735/http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_107845</p> <p>BAPM 2008. Management of acute in-utero transfers: a framework for practice</p> <p>NICE specialised neonatal care quality standards 2010 https://www.nice.org.uk/Guidance/QS4</p> <p>BAPM 2010. Service Standards for hospitals providing Neonatal Care(3rd edition) https://www.bapm.org/resources/service-standards-hospitals-providing-neonatal-care-3rd-edition-2010</p> <p>BAPM 2008. The management of babies born extremely preterm at less than 26 weeks of gestation: a framework for clinical practice at the time of birth</p> <p>Thames Valley & Wessex Policy for Transfer of Infants to a Neonatal Intensive Care Unit/Local Neonatal Units 2014 https://www.networks.nhs.uk/nhs-networks/thames-valley-wessex-neonatal-network</p> <p>Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) http://www.hse.gov.uk/pubns/indg453.htm</p>

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1.0 Introduction

Effective co-ordinated neonatal care is organised in managed clinical networks. The managed Neonatal Operational Delivery Network has a dual role within the commissioner – provider relationship, both advising commissioners and supporting co-ordination and benchmarking/audit.

Some of the objectives of neonatal services within a managed Network are to:

- work in partnership with other Network neonatal services to deliver care in the most appropriate setting as close to home as possible;
- deliver care that is responsive to the medical and psychosocial needs of both babies and parents;
- encourage an environment in which parents can make informed decisions about treatment and be closely involved in the care of their babies;
- ensure robust clinical governance and audit in neonatology, across the Network and in dependencies (eg maternity services) to ensure high-quality care that conforms to National and Network professional standards and published clinical guidelines;
- respond to the complex care needs of premature and sick newborn babies by establishing appropriate multi-disciplinary healthcare systems.

For optimal coordination of the service within a Network, it is vital that all neonatal units within the Neonatal Network communicate and co-ordinate their activities effectively.

2.0 Purpose

The purpose of this policy is to provide a clear process for the management of patient pathways in the event of a full or partial closure of a neonatal unit, which will exceed 72 hours, within Thames Valley & Wessex Neonatal Operational Delivery Network.

The strategic aim is to:

- Prevent avoidable mortality and morbidity due to neonates not accessing appropriate level of care;
- Maximise capacity within the Network in a range of scenarios through a co-ordinated escalation and de-escalation approach across geographical footprints;
- Avoid triage by resource (as opposed to triage by outcome) until all potential escalation options have been exhausted;
- Ensure appropriate dissemination of information;
- Prevent further escalation and resumption of normal operational patient pathways as swiftly as possible.

3.0 Scope

This policy applies to all neonatal and maternity units covered by Thames Valley & Wessex Neonatal Operational Delivery Network. This includes the following hospitals:

Thames Valley		
TRUST	Hospital	Designation
Oxford University Hospitals NHS Foundation Trust	- John Radcliffe Hospital, Oxford	NICU
Buckinghamshire Healthcare NHS Trust	- Stoke Mandeville Hospital, Aylesbury	LNU
Frimley Health NHS Foundation Trust	- Wexham Park Hospital, Slough	LNU
Milton Keynes University Hospital NHS Foundation Trust	- Milton Keynes General Hospital	LNU
Royal Berkshire NHS Foundation Trust	- Reading	LNU

Wessex		
TRUST	Hospital	Designation
University Hospital Southampton NHS Foundation Trust	- Princess Anne Hospital	NICU
Portsmouth Hospitals NHS Trust	- Queen Alexandra Hospital	NICU
Dorset County Hospital NHS Foundation Trust	- Dorchester	SCU
Hampshire Hospitals Foundation Trust	- Basingstoke	LNU
Hampshire Hospitals Foundation Trust	- Winchester	LNU
Isle of Wight NHS Trust	- St Mary's Hospital	SCU
Poole Hospital NHS Foundation Trust	- Poole	LNU
Salisbury NHS Foundation Trust	- Salisbury	LNU
Western Sussex Hospitals NHS Foundation Trust	- St Richard's Hospital, Chichester	LNU

4.0 Definitions

Triggers for escalation policy:

- Unit closure on instruction from local infection prevention/control team
- Partial or full unit closure following local damage as a result of an extraordinary event e.g fire, flood etc
- Partial or full unit closure during extensive refurbishment
- Anticipated partial or full closure for >72 hours because of capacity
- Anticipated partial or full closure for >72 hours because of insufficient staffing
- National Pandemic Influenza

Infection Outbreak:

According to the Centres for Disease Control (CDC), an "outbreak" is defined as the occurrence of more cases of disease than normally expected within a specific place or group of people over a given period of time.

Tertiary Centres:

- Thames Valley - Oxford University Hospitals NHS Foundation Trust
- Wessex - University Hospital Southampton NHS Foundation Trust
- Portsmouth Hospitals NHS Trust

Neonatal Transport Team:

SONet Control Centre

NHS England Specialised Commissioning South Region (Wessex hub):

Wessex Specialised Commissioners, commission specialised services for both Thames Valley & Wessex are based at Oakley Road Southampton.

Telephone: 023 8051 3985 / 0113 824 9820 / 0113 824 9809

Contact details of specialist commissioners who commission neonatal services at MK, SRH & SH can be located on page 13.

Neonatal Network Management Team:

There is one management team for Thames Valley & Wessex Neonatal Network Management Team

Contact details Telephone: 07387257637

Email: england.tv-w-neonatalnetwork@nhs.net

Local Area Quality Care & Patient Safety Teams

Wessex: Quality Care & Patient Safety Team is based at Oakley Road, Southampton

Contact details: Telephone: 0113 8249 856

Email: england.patientsafetywessex@nhs.net

Thames Valley: Quality Care & Patient Safety Team are based at Jubilee House, Cowley, Oxford

Contact details: Telephone: 0113 8253 704

Email: hattie.gill@nhs.net

For:

- Western Sussex Hospitals NHS Foundation Trust (SRH)
- Milton Keynes University Hospital NHS Foundation Trust (MK)
- Salisbury NHS Foundation Trust (SH)

See contact details for specialist commissioners on Contact Details Card in section 5.0, page 13.

5.0 Action Cards and Contact Details

Action Card 1: For all units' partial or full closures

Action Card 2: For all units' partial or full closures from an infection outbreak

Action Card 3: For all units' partial or full closures from local damage or from an extraordinary event

Action Card 4: For all units' partial or full closures from refurbishment

Contact Details Card

Standard Operating Procedure Action Cards for Stakeholder Organisations

ACTION CARD 1:		
Neonatal Services within Thames Valley & Wessex Neonatal Operational Delivery Network – standard operating procedure action card for all partial or full unit closure (refer to 4.0 Definitions above).		
Role	Neonatal Units	
	The role of clinicians and managers of neonatal units include:	
1.	Managing their service in line with their site-specific escalation plans and business continuity plans during times of increasing pressure on neonatal capacity, no matter what its cause.	
2	All neonatal services within Thames Valley & Wessex must be members of, and contribute to the success of a fully functional Neonatal Network.	
3	<p>Inform the following personnel within 24 hours of decision to fully or partially close the unit to internal and/or external admissions</p> <ul style="list-style-type: none"> • Neonatal Network Management team (if out of hours send high priority email) • Relevant Tertiary Centre Wessex: University Hospital Southampton NHS Foundation Trust Neonatal Intensive Care Unit Thames Valley: Oxford University Hospitals NHS Trust • Neonatal transport: SONet Control Centre telephone 01865 223344 • Specialised Commissioners (if out of hours send high priority email) • Relevant Local Area Quality Care & Patient Safety Team 	
4	Fully participate with any Network conference calls, ensuring appropriate personnel participate.	
5	Manage their site care capacity in line with the agreed outcomes from Network discussions.	
6.	Email daily updates to the Neonatal Network Management team until full service is resumed.	

ACTION CARD 2:

Neonatal Services within Thames Valley & Wessex Neonatal Network – standard operating procedure action card for all partial or full unit closure due to infection (refer to 4.0 Definitions above).

Role	Neonatal Units	
The role of clinicians and managers of neonatal units include:		
1.	Managing their service in line with their site-specific escalation plans and business continuity plans during times of increasing pressure on neonatal capacity, no matter what its cause.	
2	All neonatal services within Thames Valley & Wessex must be members of, and contribute to the success of a fully functional Neonatal Network.	
3	Inform the following personnel within 24 hours of decision to fully or partially close the unit to internal and/or external admissions <ul style="list-style-type: none"> • Neonatal Network Management team (if out of hours send high priority email) • Relevant Tertiary Centre Wessex: University Hospital Southampton NHS Foundation Trust Neonatal Intensive Care Unit Thames Valley: Oxford University Hospitals NHS Trust • Neonatal transport: SONet Control Centre telephone 01865 223344 • Specialised Commissioners (if out of hours send high priority email) • Relevant Local Area Quality Care & Patient Safety Team 	
4	Fully participate with any Network conference calls, ensuring appropriate personnel participate.	
5	Manage their site care capacity in line with the agreed outcomes from network discussions.	
6.	Email daily updates to the Neonatal Network Management team until full service is resumed.	
The role of Network Management team:		
7	A conference call will be arranged by the Neonatal Management team to include:	

	<ul style="list-style-type: none"> • Clinical lead for Neonatal Network • Clinical lead for Provider organisation • Transport lead • Provider Senior Manager • Provider Head of Midwifery • Network Manager • Provider Infection Control Team • Tertiary Infection Control Team • NHS England Public Health Wessex/Thames Valley • Relevant Local Area Quality Care & Patient Safety Team • Specialised Commissioners <p>Outcomes of conference call:</p> <ul style="list-style-type: none"> • Ensure appropriate infection control measures are in force • Impact on Neonatal Network, establish emergency strategy for patient pathways • Communication strategy • Date of follow up conference call 	
8	Co-ordinate Network communications to ensure accurate and timely dissemination of information to appropriate personnel.	
9	<p>NHS England Specialised Commissioning South Region (Wessex hub) will:</p> <ul style="list-style-type: none"> • Adjust specialist forecasts • Adjust plans with other Trust providers • Discuss with the relevant Local Area Quality Care & Patient Safety Team 	

ACTION CARD 3:

Neonatal Services within Thames Valley & Wessex Neonatal Network – standard operating procedure action card for all partial or full unit closure from local damage or from an extraordinary event (refer to 4.0 Definitions above).

Role	Neonatal Units	
	The role of clinicians and managers of neonatal units include:	
1.	Managing their service in line with their site-specific escalation plans and business continuity plans during times of increasing pressure on neonatal capacity, no matter what its cause.	
2	All neonatal services within Thames Valley & Wessex must be members of, and contribute to the success of a fully functional Neonatal Network.	
3	Inform the following personnel within 24 hours of decision to fully or partially close the unit to internal and/or external admissions <ul style="list-style-type: none"> • Neonatal Network Management team (if out of hours send high priority email) • Relevant Tertiary Centre Wessex: University Hospital Southampton NHS Foundation Trust Neonatal Intensive Care Unit Thames Valley: Oxford University Hospitals NHS Trust • Neonatal transport: SONet Control Centre telephone 01865 223344 • Specialised Commissioners (if out of hours send high priority email) 	
4	Fully participate with any Network conference calls, ensuring appropriate personnel participate.	
5	Manage their site care capacity in line with the agreed outcomes from Network discussions.	
6.	Email daily updates to the Neonatal Network Management team until full service resumed.	
	The role of Network Management team:	
7	A conference call will be arranged by the management team to include;	

	<ul style="list-style-type: none"> • Clinical lead for Network • Clinical lead for Provider organisation • Transport lead • Provider Senior Manager • Provider Head of Midwifery • Network Manager • Provider Estates Manager (if appropriate) • Relevant Local Area Quality Care & Patient Safety Team • Specialised Commissioners <p>Outcomes of conference call:</p> <ul style="list-style-type: none"> • Proposed provider solution and timescale • Impact on Neonatal Network, establish emergency strategy for patient pathways • Communication strategy • Date of follow up conference call 	
8	Co-ordinate Network communications to ensure accurate and timely dissemination of information to appropriate personnel.	
9	<p>NHS England Specialised Commissioning South Region (Wessex hub) will:</p> <ul style="list-style-type: none"> • Adjust specialist forecasts • Adjust plans with other Trust providers • Discuss with the relevant Local Area Quality Care and Patient Safety team 	

ACTION CARD 4 :

Neonatal Services within Thames Valley & Wessex Neonatal Network – standard operating procedure action card for all partial or full unit closure for planned refurbishment (refer to 4.0 Definitions above).

Role	Neonatal Units	
The role of clinicians and managers of neonatal units include:		
1.	Managing their service in line with their site-specific escalation plans and business continuity plans during times of increasing pressure on neonatal capacity, no matter what its cause.	
2	All neonatal services within Thames Valley & Wessex must be members of, and contribute to the success of a fully functional Neonatal Network.	
3	Inform the following personnel within 24 hours of decision to fully or partially close the unit to internal and/or external admissions <ul style="list-style-type: none"> • Neonatal Network Management team (if out of hours send high priority email) • Relevant Tertiary Centre Wessex: University Hospital Southampton NHS Foundation Trust Neonatal Intensive Care Unit Thames Valley: Oxford University Hospitals NHS Trust • Neonatal transport: SONet Control Centre telephone 01865 223344 • Specialised Commissioners (if out of hours send high priority email) 	
4	Fully participate with any Network conference calls, ensuring appropriate personnel participate.	
5	Manage their site care capacity in line with the agreed outcomes from Network discussions.	
6	Email monthly updates about maintenance of timescales to the Network Management team until full service resumed.	
The role of Network Management team:		
7	A conference call will be arranged by the management team to include;	

	<ul style="list-style-type: none"> • Clinical lead for Network • Clinical lead for Provider organisation • Transport lead • Provider Senior Manager • Provider Head of Midwifery • Network Manager • Provider Estates Manager • Specialised Commissioners <p>Outcomes of conference call:</p> <ul style="list-style-type: none"> • Proposed timescale • Impact on Neonatal Network, establish emergency strategy for patient pathways • Communication strategy • Date of follow up conference call 	
8	Co-ordinate Network communications to ensure accurate and timely dissemination of information to appropriate personnel.	
9	<p>Specialised Commissioners will:</p> <ul style="list-style-type: none"> • Adjust specialist forecasts • Adjust plans with other Trust providers • Discuss with the relevant Local Area Quality Care and Patient Safety Team 	

Contact Details:

Team	Telephone number	e-mail
Neonatal Network Management team	01962 763956	england.tv-w-neonatalnetwork@nhs.net
University Hospital Southampton NHS Foundation Trust Neonatal Intensive Care Unit	023 8120 6001	
Oxford University Hospitals NHS Trust	01865 220408	
SONet Control Centre	SONet Control Centre 01865 22334401	sonet.transport@nhs.net UHS.SONeT@nhs.net
Specialised Commissioners	<p>Yasmin Stammers: 0113 8707961</p> <p>Erika Fitches: 0113 824 9837</p> <p>Andy Wison: 07962054589</p> <p>Jill White 01138 270 552</p>	<p>For: OUH Yasmin.stammers@nhs.net</p> <p>For: HHFT DCH Poole Erika Fitches - e.eitches@nhs.net</p> <p>For: UHS PHT IOW Andy.wilson@nhs.net</p> <p>FHFT RBHFT Bucks Health Care</p> <p>For MK: owen.jones1@nhs.net For SH: luke.culverwell@nhs.net For SRH: vanessa.attrell@nhs.net</p>
Wessex Area Quality Care and Patient Safety Team	0113 8249 856	england.patientsafetywessex@nhs.net
Thames Valley Area Quality Care and Patient Safety Team	0113 8253 704	hattie.gill@nhs.net

Version Control:

Version	Date	Details	Author(s)	Comments
1	19.08.2014	Final	EA/VP/TG	Approved
2	06.2015	Updated to reflect SONeT	TG/EA	Further updates required
3	08.2015	Reviewed - Updates made	TG/VP	Approved
4	03.2016	Commissioners Contacts updated	TG	Update shared with SONeT and placed on the TV&W Neonatal ODN Website
5	26..09.17	Commissioner Contacts Updated no changes following review	Eajs	Updated contact details and review dates
6		Further final amendments	EA/JS	Draft for finalisation
7	19.10.17	Final Draft for Ratification	EA/JS	Ratified

8	13.3.19	Final Draft for Ratification	GO/VP	Ratified
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