

Report Title:	Maternity Service Improvement Plan Update		
Sponsoring Executive:	Melanie Roberts, Chief Nursing Officer		
Report Author:	Helen Hurst, Director of Midwifery		
Meeting:	Trust Board (Public)	Date	7 th October 2021

1. Suggested discussion points *[two or three issues you consider the Trust Board should focus on]*

The three key areas this month for discussion are as follows:-

- Update on Transformation action plan, 122 completed, 3 on track, 12 delayed and 4 significantly delayed, the breakdown of which are included in the body of the report.
- Current risks impacting on the service which include workforce, ultra-sonography capability and culture
- Completion of first tranche of culture support program

2. Alignment to our Vision *[indicate with an 'X' which Strategic Objective this paper supports]*

Our Patients	X	Our People	X	Our Population
To be good or outstanding in everything that we do		To cultivate and sustain happy, productive and engaged staff		To work seamlessly with our partners to improve lives

3. Previous consideration *[where has this paper been previously discussed?]*

None

4. Recommendation(s)

The Trust Board is asked to:

- NOTE** and agree the updated position for maternity services
- CHALLENGE** and discuss the current risks

5. Impact *[indicate with an 'X' which governance initiatives this matter relates to and where shown elaborate]*

Trust Risk Register					
Board Assurance Framework					
Equality Impact Assessment	Is this required?	Y	N	If 'Y' date completed	
Quality Impact Assessment	Is this required?	Y	N	If 'Y' date completed	

SANDWELL AND WEST BIRMINGHAM HOSPITALS NHS TRUST

Report to the Public Trust Board: 7th October 2021

Maternity Services Improvement Plan Update

1.0 Introduction

Reports into maternity services have highlighted continued variation in both quality and safety, fundamental to this is how well the maternity service understands itself and how they act with the benefit of that knowledge. A key driver to this will be ownership of an improvement program at all levels. 'Getting safer faster' (2020) focuses on the key drivers for improvements in maternity services as: risk and governance, team working/training, staff, culture and patient experience and the drive to stop health inequalities that leads to poor outcomes.

The maternity service has undergone an in depth introspective examination utilising multiple platforms both internal and external resources and intelligence to inform an improvement plan to address these issues and build better, safer, stronger and with one voice.

2.0 Transformation plan update

2.1 The improvement plan encapsulates all outcomes and actions from multiple platforms of intelligence to support quality and cultural improvement within the service leading to demonstrable change.

2.2 Work within the plan is ongoing; progress is monitored at both Group and Executive level.

Table 1

RAG	RAG Count
Completed	122
On track	3
Delayed, but will complete	12
Significant delays	4
Not yet commenced	0
Total	141

2.3 Actions With Significant Delays

1. To commence the Directorate Quality and Safety Meeting

Progress:- To commence meetings in October, delay due to awaiting speciality leads to commence in post.

2. DPIA to be signed off for Single Pregnancy Record

Progress:- Escalated to Group/Trust

3. DPIA to be signed off for Badger-Net link app

Progress:- Escalated to Group/Trust

4. All women with complex pregnancy must have a named consultant lead, and mechanisms to regularly audit compliance must be in place

Progress: To work towards process for recording this named clinic/service lead consultant for each complex pregnancy case – IT/BDGNet solution and commence audit
It should be noted that all of these actions will complete.

3.0 Key Risks

3.1 Workforce

3.1.1 Vacancies within the maternity service remain a key risk to service delivery currently at 23wte, this will reduce with the new starters and work continues to both retain and recruit staff.

3.1.2 An incentives package has been approved through procedural forums to support recruitment to the hard to fill area of community midwifery, this includes refer a friend and a golden hello.

3.1.1 A recruitment open day is scheduled at Aston Villa FC on 9th October and has been well supported with communications and publicity.

3.2 Ultra sonography capability

3.2.1 The increased demand for ultrasound capacity against the national shortage of ultra-sonographers is impacting of service delivery against both screening KPI's and against saving babies lives version 2 requirements for increased surveillance.

3.2.2 The directorate are working through the issues with imaging group to support next steps and options.

3.2.3 We are also exploring the roles of band 5 general/paediatric nurses to support nurses with the maternity ward environment supported by midwives

3.2.4 The directorate manager vacancy has now been recruited to with an interim manager whilst we continue to advertise this post to recruit substantially

3.2.5 Leadership development continues with directorate triumvirate and feedback from staff regarding visibility throughout the unit from the senior team and matrons has been positive.

3.3 Culture

3.3.1 Whilst Trust led and commissioned work has been undertaken and is ongoing to improve the culture within the service, cultural transformation is a lengthy process that will require all staff, not just those seen as leaders to be role modelling the right behaviours but also encouraging everyone to be curious about every aspect of their own practice, their ward, team, department, and service to satisfy themselves that everything is ok.

3.3.2 Culture is intrinsic to service delivery, recruitment and retention and experience, as such is a key driver within the improvement plan.

4.0 Culture Workshops

4.1 The commissioned external culture workshops by “A Kinder life” are now completed and we await the summary report from them.

4.2 As part of this commissioned program online learning will continue to support and embed cultural change, ensuring this is a continuum of change that will capture new starters.

5.0 Summary

Progress against the improvement plan continues and is demonstrable. However momentum must continue to build upon especially with strengthening the workforce, which it's self will be an aid to driving forward and sustain that change. This requires whole service engagement and not just enactment by the leadership team in isolation, in order to create the positive environment that we all want to work in, enabling the provision of the best care and experience for our families.

6.0 The Trust Board is asked to:

- a) Note and agree the updated position for maternity services
- b) Challenge and discuss the current risks

Helen Hurst
Director or midwifery

29th Septembe 2021

