





# Maternity Transformational Plan 2021

Legacy Action Plans	Link to Action Plan
Maternity Values Action Plan	<a href="#">Transformational Action Plans\Maternity Staff Values Action Plan 26 July 2020 (2).doc</a>
Ockenden Action Plan	<a href="#">Transformational Action Plans\NHSE Action Plan v4.docx</a>
Community Transformational Action Plan	<a href="#">Transformational Action Plans\BP Ockendon.docx</a>
Triumvirate Action Plan	<a href="#">Transformational Action Plans\BP Ockendon.docx</a>
LMNS Patient Survey Monkey	<a href="#">Transformational Action Plans\BP Ockendon.docx</a>
Safety Culture Action Plan	<a href="#">Transformational Action Plans\BP Ockendon.docx</a>

Current Date:  
03/Jun/21

RAG	RAG Count
Completed	18
On track	3
Delayed, but will complete	5
Significant delays	3
Not yet commenced	0
<b>Total</b>	<b>29</b>

Unique ref	What theme does this action relate to?	Describe the action	Which Team has raised the action?	Who has to complete the action?	Which action plan was this originally captured in?	When did we raise this action?	When will be completing this action?	Current status of action	Progress of action to date	Progress last updated?	Completion Date Lapsed (days overdue)	Evidence
R 3	Responsive	Recruitment and retention	CMW	Ranjit Rayat	Community Midwifery Transformation	25-Jan-21	01-May-21	Significant delays	Waiting on Trust decision on funding. However in addition to work alongside HRB to understand a flexible approach to working arrangements with CMW.	27-May-21	-33	 
R 4	Responsive	Enhanced Safety	CMW	Helen Hurst Louise Wilde Ranjit Rayat	Community Midwifery Transformation	25-Jan-21	31-Aug-21	Delayed, but will complete	LMNS has commissioned the service which will be completed in August 2021	27-May-21		
R 5	Responsive	Enhanced Safety	CMW	Fiona Macaron Shelley Colley	Community Midwifery Transformation	25-Jan-21	05-May-21	Delayed, but will complete	Transformational Midwife has scopped out Cas-load SOP with matrons and building in an audit and SOP	27-May-21	-29	
R 6	Responsive	Enhanced Safety	CMW	Randeep Kaur Shelley Colley Fiona Macaron	Community Midwifery Transformation	25-Jan-21	31-Mar-21	Completed	Staff and team managers are returning every month details reflecting case-load details	27-May-21		
R 8	Responsive	Enhanced Safety	CMW	Randeep Kaur Fiona Macaron Shelley Colley	Community Midwifery Transformation	25-Jan-21	31-May-21	Completed	Includes new process being devised for tracker/Allocation of work workbook/Duty Role	05-May-21		
R 9	Responsive	Enhanced Safety	CMW	Randeep Kaur	Community Midwifery Transformation	25-Jan-21	05-May-21	Completed	Reliant upon digital working Use of electronic calendars and Duty Midwife role - Plans to be live from 3.5.21. Pilot well under way as of 19.4.21	05-May-21		
R 10	Responsive	Enhanced Safety	CMW	Fiona Macaron Shelley Colley	Community Midwifery Transformation	25-Jan-21	31-Mar-21	Completed	Currently been reviewed in line with Duty midwife SOP and E-Calenders are in operation	27-May-21		
R 11	Responsive	Enhanced Safety	CMW	Louise Wilde Shelley Colley Randeep Kaur	Community Midwifery Transformation	25-Jan-21	01-Jul-21	On track	Devising communication strategy and survey monkey has been sent out to staff 02.06.21.	27-May-21		
R 12	Responsive	Enhanced Safety	CMW	Louise Wilde Ranjit Rayat	Community Midwifery Transformation	25-Jan-21	01-Jul-21	Significant delays	Escalated to Trust due to BI support required	27-May-21		
R 13	Responsive	Enhanced Safety	CMW	Ranjit Rayat Randeep Kaur	Community Midwifery Transformation	25-Jan-21	01-Aug-21	On track	Escalated to Group to support with it's implementation and sign off	27-May-21		
R 14	Responsive	Enhanced Safety	CMW	Randeep Kaur Shelley Colley Fiona Macaron	Community Midwifery Transformation	25-Jan-21	31-Jul-21	Completed	Education Task and finish group. As new SOPs/Policies required - Directory of resources to be agreed/ compiled and saved within the shared folders for each Team	05-May-21		
R 15	Responsive	Enhanced Safety	CMW	Randeep Kaur Fiona Macaron Shelley Colley	Community Midwifery Transformation	25-Jan-21	31-Mar-21	Significant delays	Escalated to Group and Execs as DPIA requires sign off which has caused significant delays in it's launch	27-May-21	-64	
R 18	Responsive	Enhanced Safety	CMW	Randeep Kaur Shelley Colley Fiona Macaron	Community Midwifery Transformation	25-Jan-21	31-Mar-21	On track	Matrons supporting cultural change by moving staff around and increasing visibility	27-May-21	-64	



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Ockenden Action Plan	<a href="#">S:\W&amp;C Clinical Group Board Papers\Group Action Plan Monitoring Database\Maternity and Perinatal Medicine Transformational Action Plans\BP Ockden.docx</a>
Community Transformational Action Plan	<a href="#">S:\W&amp;C Clinical Group Board Papers\Group Action Plan Monitoring Database\Maternity and Perinatal Medicine Transformational Action Plans\BP Ockden.docx</a>
Triumvirate Action Plan	<a href="#">S:\W&amp;C Clinical Group Board Papers\Group Action Plan Monitoring Database\Maternity and Perinatal Medicine Transformational Action Plans\BP Ockden.docx</a>
LMNS Patient Survey Monkey	<a href="#">S:\W&amp;C Clinical Group Board Papers\Group Action Plan Monitoring Database\Maternity and Perinatal Medicine Transformational Action Plans\BP Ockden.docx</a>
Safety Culture Action Plan	<a href="#">S:\W&amp;C Clinical Group Board Papers\Group Action Plan Monitoring Database\Maternity and Perinatal Medicine Transformational Action Plans\BP Ockden.docx</a>

Current Date:  
03/Jun/21

RAG	RAG Count
Completed	52
On track	2
Delayed, but will complete	7
Significant delays	0
Not yet commenced	2
<b>Total</b>	<b>63</b>

Unique ref	What theme does this action relate to?	Describe the action	Which Team has raised the action?	Who has to complete the action?	Which action plan was this originally captured in?	When did we raise this action?	When will be completing this action?	Current status of action	Progress of action to date	Progress last updated	Completion Date Lapsed (days overdue)	Evidence
WL 5	Well-Led	Visibility	Triumvirate	Louise Wilde	Triumvirate Action Plan	03-Feb-21	25-Mar-21	Completed	Commenced on each area.	25-Mar-21		
WL 6	Well-Led	Visibility	All Areas	Louise Wilde Neil Shah Ranjit Rayat	Triumvirate Action Plan	03-Feb-21	25-Mar-21	Completed	Invitation sent to each member of staff to attend the LIA event. Staff feedback so far to be shared	05-May-21		
WL 7	Well-Led	Visibility	All Areas	Louise Wilde	Triumvirate Action Plan	03-Feb-21	08-Feb-21	Completed	Matron of the day Roster implemented to ensure senior presence onsite until 5pm to work in conjunction with the B7 manager of the day. Robust handover to the manager on call at 5pm.	08-Feb-21		
WL 8	Well-Led	Visibility	All Areas	Consultant Midwife	Triumvirate Action Plan	03-Feb-21	03-Feb-21	Completed	Completing daily walk-about on MLU and DS	03-Feb-21		
WL 9	Well-Led	Visibility	All Areas	Louise Wilde	Triumvirate Action Plan	03-Feb-21	12-Feb-21	Completed	Twice a month work from community venues	12-Feb-21		
WL 10	Well-Led	Focus on Leadership and Development	Triumvirate	Consultant Midwife Triumvirate Leads	Triumvirate Action Plan	03-Feb-21	03-Feb-21	Completed	Working from community venues. Increase visibility around the areas.	05-May-21		
WL 13	Well-Led	Focus on Leadership and Development	Triumvirate	Group Trust	Staff Values Action Plan	01-Jan-21	31-Mar-21	Completed	Contacted RCM for bespoke Leadership workshops commences in 11th June	31-Mar-21		
WL 14	Well-Led	Focus on Leadership and Development	CMW	Louise Wilde Shelley Colley Fiona Macaron	Community Transformation Plan	25-Jan-21	25-Jan-21	Completed	Matrons having monthly 1:1's with team managers	27-May-21		
WL 15	Well-Led	Focus on Leadership and Development	CMW	Louise Wilde	Community Transformation Plan	25-Jan-21	25-Jan-21	Delayed, but will complete	Maternity vision to be shared across all the Directorate	27-May-21	-129	
		Focus on Leadership and Development	All Areas	Fiona Macaron Jade Hellier Shelley Colley	Community Transformation Plan	25-Jan-21	01-Jul-21	On track	SPW to be invited to the next community Forum to detail their role and responsibility	27-May-21		
WL 16	Well-Led	Focus on Leadership and Development	CMW	Louise Wilde Shelley Colley Fiona Macaron	Community Transformation Plan	25-Jan-21	25-Jan-21	Completed	Need to increase Matrons visibility in CMW teams	05-May-21		
WL 17	Well-Led	Focus on Leadership and Development	CMW	Louise Wilde	Community Transformation Plan	25-Jan-21	25-Jan-21	Completed	Need to increase Matrons visibility in CMW teams	05-May-21		
WL 18	Well-Led	Focus on Leadership and Development	CMW	Louise Wilde Triumvirate Leads	Community Transformation Plan	25-Jan-21	25-Apr-21	Delayed, but will complete	Commenced Tim Keogh' Maternity Culture work and the work undertaken by Debbie Graham.	27-May-21	-39	
WL 19	Well-Led	Review of the Trust's maternity governance processes	All Areas	Helen Hurst Claire Hubbard	Triumvirate Action Plan	03-Feb-21	01-Mar-21	Delayed, but will complete	Working with Claire Hubbard Ability to use speak up guardian.	27-May-21	-94	
WL 20	Well-Led	Focus on Leadership and Development	All Areas	Triumvirate Leads	Triumvirate Action Plan	03-Feb-21	03-Feb-21	Completed	Monthly Staffing meetings with all staff with HOM and Directorate Lia completed 25th March	23-Mar-21		
WL 33	Well-Led	Staff Training and working together	All Areas	Helen Hurst	Staff Values Action Plan	01-Mar-21	01-Apr-21	Completed		01-Apr-21		
WL 34	Well-Led	Staff Training and working together	All Areas	Helen Hurst Group	Staff Values Action Plan	01-Mar-21	01-Apr-21	Not yet commenced		01-Apr-21	-63	
WL 35	Well-Led	Staff Training and working together	NNU	Phil Velempini Louise Wilde	Staff Values Action Plan	01-Mar-21	01-Apr-21	Not yet commenced	Delayed due to COVID and waiting for the programme to recommence	05-May-21	-63	
WL 41	Well-Led	Staff Training and working together	All Areas	Triumvirate Leads	Staff Values Action Plan	01-Mar-21	01-Apr-21	Completed	Handovers have commenced back on Delivery suite and NNU at 12.00 daily with the LMNS	01-Apr-21		
WL 42	Well-Led	Staff Training and working together	CMW	Triumvirate Leads	Staff Values Action Plan	01-Mar-21	01-Apr-21	Completed	Group leads with Exec sponsor are doing coffee and chats over the next 12 months	01-Apr-21		



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Current Date:  
03/Jun/21

RAG	RAG Count
Completed	17
On track	1
Delayed, but will complete	2
Significant delays	0
Not yet commenced	0
<b>Total</b>	<b>20</b>

Unique ref	What theme does this action relate to?	Describe the action	Which Team has raised the action?	Who has to complete the action?	Which action plan was this originally captured in?	When did we raise this action?	When will be completing this action?	Current status of action	Progress of action to date	When was the progress last updated?	Flag to indicate instances where an	Evidence	
Item No.	CQC Domains	Themes	Action	Team	Action Owner	Action Plan	Date Raised	Completion Date	R/A/G Status	Progress	Progress last updated	Completion Date Lapsed (days overdue)	
S 1	Safe	Mandatory Training	Ensure everyone within Directorate is compliant with the clinical MT training	All Areas	Triumvirate Leads	Ockendon	25-Jan-21	25-Jan-21	Delayed, but will complete	Ongoing monthly monitoring within Directorate and appropriate escalation from Team managers and ward managers to commence counselling procedures	27-May-21	-129	 S:\Maternity & Perinatal Directorate
S 2	Safe	K2	Increase compliance in K2 professional training for Midwives	All Areas	Louise Wilde Risk & Governance Team	Triumvirate Action Plan	25-Jan-21	25-Jan-21	Completed	Midwives are currently at 80% compliance. Targeted work by Education Team to increase compliance. Ensure that all computers have access to K2.	05-May-21		 S:\Maternity & Perinatal Directorate
S 5	Safe	Staff Training and working together	Implement consultant led labour ward rounds twice daily (over 24 hours) and 7 days per week.	Delivery Suite	Neil Shah	Ockendon	07-Jan-21	07-Jan-21	Completed	Twice daily consultant rounds already in place at 09.00/17.00 Mon-Fri and 09.00/15.00 weekends. Medical cons cover rota 98hrs/week resident on Unit. -Consultant is present on labour ward for 12 hours (08.30-20.30) Mon-Fri. Cons presence 20.30-08.30 Mon/Tues. Out of hours on call is covered and weekend working is 08.30-15.30 resident; thereafter on call. Dedicated cons ward rounds minimum of twice a day with LW team (junior doctors/MW Coordinator); all management plans recorded on BDGNet	07-Jan-21		
S 6	Safe	Staff Training and working together	Confirmation that funding allocated for maternity staff training is ring fenced and any CNST Maternity Incentive Scheme (MIS) refund is used exclusively for improving maternity safety	All Areas	Trust Group	Ockendon	07-Jan-21	07-Jan-21	Completed	Ring-fenced HEE funds for Midwives and nurses over a 3 year period released this year. Training needs analysis undertaken yearly and funded by the Trust. Understanding is that the monies went into Trust account	07-Jan-21		
S 7	Safe	Managing complex pregnancy	All women with complex pregnancy must have a named consultant lead, and mechanisms to regularly audit compliance must be in place	All Areas	Neil Shah	Ockendon	07-Jan-21	01-Apr-21	Delayed, but will complete	Running dedicated Speciality clinics which are undertaken as a team/dual consultant approach. Named lead specific to each clinic. Options to work towards process for recording this named clinic/service lead consultant for each complex preg case is in hand - IT/BDGNet solution. Need to look at the audit element which remains incomplete.	27-May-21	-63	
S 8	Safe	Managing complex pregnancy	Understand what further steps are required by your organisation to support the development of maternal medicine specialist centres	All Areas	Neil Shah	Ockendon	07-Jan-21	01-Apr-21	Completed	Currently we provide joint specialist clinics - renal clinic, diabetes in preg, Obs neurology, Obs Haematology and Perinatal mental health clinic. Additional dedicated specialist clinics/services run in preterm labour, multiple pregnancy, Infectious disease, substance abuse, VBAC, maternal medicine, fetal growth, FGM, Hypertension in preg, Obs Anaesthetic. Joint Obs/Rheumatology pending resolution of the pandemic. Fully functional, staffed Foetal medicine Unit. Following regional request (19-20) to scope a Maternal Medicine offer across the region waiting on assigned levels. Engaged at a network level for the development of the maternal medicine networks working towards a tiered specialists centre system - supplied data and attended regional MM development meeting hosted by Spec Comm. Next meeting March 21	01-Apr-21		
S 9	Safe	Monitoring Foetal Wellbeing	Implement the saving babies lives bundle. Element 4 already states there needs to be one lead. We are now asking that a second lead is identified so that every unit has a lead midwife and a lead obstetrician in place to lead best practice, learning and support. This will include regular training sessions, review of cases and ensuring compliance with saving babies lives care bundle 2 and national guidelines.	All Areas	Risk & Governance Team	Ockendon	07-Jan-21	07-Jan-21	Completed	Named Saving babies lead commenced substantively September 2020. Lead obstetrician is identified and in place for Labour ward. Regular review of the morning audit and CTG interpretation. Also recruiting Lead Obstetrician for the Maternity and Perinatal Directorate.	05-May-21		
S 10	Safe	Risk Assessment throughout pregnancy	A risk assessment must be completed and recorded at every contact. This must also include ongoing review and discussion of intended place of birth. This is a key element of the Personalised Care and Support Plan (PCSP). Regular audit mechanisms are in place to assess PCSP compliance	All Areas	Risk & Governance Team	Ockendon	07-Jan-21	07-Jan-21	Completed	BadgerNet template which shows what is completed for each lady. Antenatal care guideline in place. Saving babies lives audit in place. Risk assessment is updated on every contact and documented on BadgerNet	07-Jan-21		
S 11	Safe	Informed Consent	Trust should have the pathways of care clearly described, in written information in formats consistent with NHS policy and posted on the trust website.	All Areas	Risk & Governance Team Louise Wilde	Ockendon	07-Jan-21	07-Jan-21	Completed	All pathways of care in written and posted on Trust website in different languages. In addition audio transcript is available. BadgerNet portal offers information in multiple languages	07-Jan-21		
S 12	Safe	Safeguarding	Completion of Safeguarding business case requesting support of 2.00 WTE Band 6's	CMW	Louise Wilde Shelley Colley Ranjit Rayat	Triumvirate Action Plan	03-Feb-21	04-Feb-21	Completed	Business case now with Trust for final approval	04-Feb-21		

S 13	Safe	Safeguarding	Twice monthly meetings with safeguarding lead	Risk and Governance Team	Louise Wilde Shelley Colley	Triumvirate Action Plan	03-Feb-21	29-Jan-21	Completed	Ensure matron oversight. Twice monthly meetings with SG lead midwife. SG supervision training commissioned for 17th and 25th May. Post has now moved to the corporate team	05-May-21		
S 14	Safe	Safeguarding	Ascertain current issues with safeguarding issues pertinent to Community Midwifery and agree actions	CMW	Shelley Colley	Community Transformation Plan	25-Jan-21	03-Mar-21	Completed	Action plan in place along with Business case to support safeguarding Team. SC to obtain further clarity via corporate team. Vacancy advertised as current lead leaving. Discussions taking place to relocate resource and team to corporate team	05-May-21		
S 15	Safe	Safeguarding	Ascertain immediate and longer term actions for Community Midwifery alongside corporate team	CMW	Shelley Colley	Community Transformation Plan	25-Jan-21	01-Oct-21	Completed	Action plan in place along with Business case to support safeguarding Team. SC to obtain further clarity via corporate team. Review 3.4.21. Vacancy advertised as current lead leaving. Discussions taking place to relocate resource and team to corporate team	05-May-21		
S 16	Safe	Safeguarding	Lack of clarity regarding safeguarding function within Community midwifery	CMW	Shelley Colley Louise Wilde	Community Transformation Plan	25-Jan-21	01-Apr-21	Completed	Action plan in place along with Business case to support safeguarding Team. SC to obtain further clarity via corporate team. Review 3.4.21. Vacancy advertised as current lead leaving. Discussions taking place to relocate resource and team to corporate team	05-May-21		
S 17	Safe	Health and Well Being	Open door drop in sessions for staff every week Wednesday	CMW	Randeep Kaur	Community Transformation Plan	25-Jan-21	01-Oct-21	Completed	Action plan in place along with Business case to support safeguarding Team. SC to obtain further clarity via corporate team. Review 3.4.21. Vacancy advertised as current lead leaving. Discussions taking place to relocate resource and team to corporate team	05-May-21		
S 18	Safe	Safeguarding	Review current provision of Restorative Supervision, Safeguarding Supervision plus any others	CMW	Louise Wilde	Community Transformation Plan	25-Jan-21	31-Mar-21	Completed	Action plan in place along with Business case to support safeguarding Team. SC to obtain further clarity via corporate team. Review 3.4.21. Vacancy advertised as current lead leaving. Discussions taking place to relocate resource and team to corporate team	05-May-21		
S 19	Safe	Health and Well Being	Review current team stress risk assessment	CMW	Fiona Macaron Shelley Colley	Community Transformation Plan	25-Jan-21	31-Mar-21	Completed		31-Mar-21		
S 20	Safe	Health and Well Being	Survey Monkey – Way forwards Build a safe and secure infrastructure within Community Midwifery'	CMW	Randeep Kaur Shelley Colley Louise Wilde Fiona Macaron	Community Transformation Plan	25-Jan-21	01-Mar-21	Completed	Completed survey	01-Mar-21		