

Executive Summary

Report to the Board of Directors

Being Held on 25 July 2023

Subject	Maternity Improvement Programme 23/24 Quarter 1 update and Quarter 2 priorities
Supporting TEG Member	Chris Morley, Chief Nurse
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Status¹	N

PURPOSE OF THE REPORT

- This document provides a concise overview of the entire Maternity Improvement Programme (MIP).
- It describes the Priority Actions for Q2 and provides a progress report on Q1 actions.

KEY POINTS

- Appendix 1 shows the MIP for Quarter 2 and continues to contain the CQC ‘must-do actions’ from the most recent CQC inspection but also other priority actions identified by the Triumvirate.
- Appendix 2 provides a progress update on Q1 priority and non-priority actions.
- Progress has been made in all five workstreams against both the priority and non-priority actions.
- Although some work has been deferred to allow the service to participate fully in the Electronic Patient Record (EPR) localisation phase.
- Key risks identified are:
 - Continued challenges with clearing historical PMRT backlogs.
 - Capability, resilience and capacity challenges within the Quality & Safety team provide risks to scale and pace of required improvements.
 - Timelines associated with Trust EPR and Maternity Information System implementation leave a 2-year period where the service remains dependent on a paper based and sub-optimal record and reporting system.
 - Additional resources required to complete manual elements of Saving Babies’ Lives Care Bundle version 3 and CNST year 5.
 - Continued staffing shortages across midwifery and neonatal QIS trained nurses.
 - Recognition that training figures require improvement.
- To note from quarter 2 the Leadership and Culture Workstream will be amalgamated into the remaining 4 improvement programme workstreams.

IMPLICATIONS²

Aim of the STHFT Corporate Strategy		✓ Tick as appropriate
1	Deliver the Best Clinical Outcomes	✓
2	Provide Patient Centred Services	✓
3	Employ Caring and Cared for Staff	✓
4	Spend Public Money Wisely	✓
5	Create a Sustainable Organisation	
6	Deliver Excellent Research, Education and Innovation	

RECOMMENDATIONS

The Board of Directors receive and note the update on the Maternity Improvement Programme for Q2 and the priority actions for Q1.

APPROVAL PROCESS

Meeting	Date	Approved Y/N
Maternity Improvement Board (Virtual review)	20.07.2023	Y
Board of Directors	25.07.2023	

¹ Status: A = Approval
A* = Approval & Requiring Board Approval
D = Debate
N = Note

² Against the six aims of the STHFT Corporate Strategy 'Making a Difference – The next Chapter 2022-27'

MATERNITY & NEONATAL IMPROVEMENT PROGRAMME Q2 2023/2024

All workstreams aim to review and improve or implement the themes described.

Priority Actions include outstanding CQC or regulatory must-dos & will be updated Quarterly

Governance

Leanne Rutkowski
Tom Dowden
Roobin Jokhi

Priority Actions for Q2

- Continue with PMRT recovery plan
- Improve accuracy and analysis of audit information (CQC)
- Complete PSIRF action planning
- Undertake Incident/Human Factors action planning

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TO MAKE A
DIFFERENCE**

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

Quality & Safety

Ali Brodrick
Beth Voisey
Steve Stratton

Priority Actions for Q2

- Evaluate SBLCBv3 audit requirements and create timeline
- Undertake EPR localisation and future state validation sessions
- Hold Triumvirate Team Development & Compassionate Leadership Away Day

Workforce & Staffing

Sarah Stuchbury/Alison Osako
Pam Chambers
Priya Madhuvrata/Porus Bustani

Priority Actions for Q2

- Band 7 midwifery and nursing development
- Establishing accurate Electronic Staff Rosta (ESR) hierarchies
- Commence e-Rostering flexible working pilot
- Sign off Core Competency Framework version 2

Partnerships & Engagement

Hannah Ford/Laura Perkins
Pam Chambers
Karen Selby

Priority Action for Q2

- Sign off and agree funding for MVP workplan
- Launch risk assessment audit proforma
- Maternity hand-held record review and redesign
- Sign off paper based personalised care plan (PCP) based on future EPR module
- Run Perinatal Mental Health and Well-Being Away Day
- Run PMA Away Day



MATERNITY & NEONATAL IMPROVEMENT PROGRAMME Q2 2023/2024 THEMES

Governance

Leanne Rutkowski

Tom Dowden

Roobin Jokhi

- PSIRF
- Learning from when things go wrong
- Support and Oversight
- Data, dashboards and reviews
- Board level Safety Champions
- Involving the service user in support and oversight
- Freedom to Speak Up/Safety Culture
- PMRT
- Quality & Safety Team
- Datix
- Audit
- Infection Control

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SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

Quality & Safety

Ali Brodrick

Pam Chambers

Stephen Stratton

- Neonatal Early Warning Score (NEWS) and Newborn Early Warning Track and Trigger (NEWTT-2)
- Birmingham System of Obstetric Triage (BSOTS)
- Medicines Management
- Fetal monitoring
- Maternal monitoring and outcomes
- NHSE/I Maternity Self Assessment
- Review and act on local outcomes
- Ensuring data is relevant and useful
- Data submissions
- Maternity Electronic Patient Record (EPR)
- Developing the use of Sharepoint and One-Drive
- Effective business planning
- Triumvirate leadership development
- Senior Midwifery & Matron team development
- CNST Year 5
- Avoiding Term Admissions into the Neonatal Unit (ATAIN)
- Saving Babies' Lives care bundle version 3 (SBLCBv3)



Workforce & Staffing

Sarah Stuchbury/Alison Osako

Pam Chambers

Priya Madhuvrata/Porus Bustani

- Ensuring regular workforce planning
- Ensuring safe midwifery, neonatal and medical staffing levels
- Support for newly qualified & student midwifery and nursing staff
- Supporting and developing our more experienced nursing & midwifery staff
- Developing & supporting our internationally recruited midwifery and nursing workforce
- Developing and supporting our medical workforce
- Opportunities for progression
- Opportunities for flexible working
- Support for staff approaching retirement age.
- Developing a safe and inclusive culture, including support for inquests
- Retaining or existing staff
- A-Equip model (Professional Midwifery and Nursing Advocates PMA/PNA)
- Caring and Cared for Staff/Workforce well-being
- Behaviours and values
- Midwifery, obstetric and neonatology training
- Midwifery support workers
- Meetings & 1:1s
- Appraisals, sickness and absence management

Partnerships & Engagement

Hannah Ford/Laura Perkins

Pam Chambers

Karen Selby

- Implementing personalised care plans
- Ensuring pregnant women and new mothers have access to pelvic health services
- Improving the availability of perinatal mental health services
- Ensuring the availability of bereavement services 7 days a week
- Aligning neonatal cot capacity to meet the demands for the service.
- Achieving UNICEF Baby Friendly Initiative (BFI) accreditation
- Introducing the Independent Senior Advocate role
- Ensuring we provide a 'life-course' approach to pregnancy
- Implementing actions to reduce inequalities in experience & outcomes
- Continuity of Carer
- Working with service users through MNVP/LMNS
- Staff engagement
- Improving our estate & environment
- Developing & sustaining an effective relationship with our Charity
- Developing an improvement culture



Sheffield Teaching Hospitals
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Quarter 1 Progress Update

1. Governance Workstream

Q1 Priority action:	Status:
Focus on PMRT reports and process improvements	In progress
Improve risk register review process	On-going as routine action
Improve on lessons learnt from incidents	On-going as routine action
Improve timeliness of responses to complaints	In progress
Improve accuracy and analysis of audit information	In progress
Review of guidelines and policy process*	Paused

* Work to commence following end of Electronic Patient Record (EPR) localisation phase.

Q1 Non-priority actions:	Status:
PSIRF action planning	In progress
Incident action planning	In progress

Governance workstream key risks:

- Continued challenges with clearing historical PMRT backlogs.
- Capability, resilience and capacity challenges within the Quality & Safety team provide risks to scale and pace of required improvements.

Quality and Safety Workstream

Q1 Priority actions:	Status:
Auditing and improving risk assessments and shared decision making	In progress
Improve safety training compliance	In progress
Improve monitoring of outcomes of care	In progress
Undertake regulatory audits	In progress
Improve infection control monitoring	On-going as routine action
Improve epidural waiting times and consultant availability	In progress
Reduce delays to Induction of Labour	On-going as routine action
Compliance with prescribing processes	Complete

Q1 Non-priority actions:	Status:
CNST	In progress
Saving Babies' Lives CB v3	In progress
Quality Improvement Oversight Group	In progress
EPR	In progress

Quality and Safety workstream key risks:

- Timelines associated with Trust EPR and Maternity Information System implementation leave an intervening period where the service remains dependent on a paper based and sub-optimal record and reporting system.
- Additional resources required to complete manual elements of Saving Babies' Lives Care Bundle version 3 and CNST year 5.

Leadership & Culture workstream

Q1 Priority actions:	Status:
Development of improvement hubs in conjunction with Staff Engagement work*	Paused
Consultant led Maternity Improvement programme workstream monthly updates to be introduced**	Paused
Maternity Service Manager action plan and on-going recruitment	On-going as routine action

* Work to commence following end of Electronic Patient Record (EPR) localisation phase.

** Scheduled to commence September 2023.

NB: From Q2, this workstream's actions will be amalgamated into the remaining 4 improvement programme workstreams.

Workforce and Staffing workstream

Q1 Priority actions:	Status:
Agree future Maternity establishment	In progress
Continue with recruitment programme	In progress
Improve training and performance appraisals in line with national guidance	In progress
Sickness absence prevention and support action planning with Maternity HR Business Partner	On-going as routine action
Improve agency staff induction process	Paused
Complete Core Competency Framework Training Needs Analysis	In progress

* Work to commence following end of Electronic Patient Record (EPR) localisation phase.

Workforce and Staffing key risks:

- Continued staffing shortages across midwifery and neonatal Qualified in Specialty trained nurses.
- Recognition that training figures require improvement.

Partnerships & Engagement Workstream

Q1 Priority actions:	Status:
Spread of accessible and interesting OGN Sharepoint site	On-going as routine action
2022 Maternity Survey action plan to be signed off and incorporated into MIP	Complete
Wider engagement activities planned to include community staff	On-going as routine action
Focus on well-being	On-going as routine action

Q1 Non-priority actions:	Status:
Independent Senior Advocate role	Complete
Equality Delivery Scheme 2022	In progress
Maternity Voices Partnership	In progress
Staff Engagement Plan	On-going as routine action
Calm Room	In progress