

Our Maternity Strategy 2022-25



Royal Berkshire
NHS Foundation Trust



Introduction



“Working together with women, birthing people and families to offer compassionate, supportive care and informed choice; striving for equity and excellence in our maternity service”

Our maternity strategy sets out the guiding principles we will follow and the unique positioning we will take in delivering our maternity services to best meet the needs of the community we serve, in line with our Trust Clinical Services Strategy (CSS).

It’s purpose is to guide how we prioritise our resources, investment, time and attention in pursuit of delivering our vision.

Supporting delivery of our clinical services strategy



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CSS principles & enablers	We will provide the highest quality care	We will streamline our services to align with patient needs	We will promote wellbeing and adopt a posture of prevention	We will reach patients where it's best	We will prepare our workforce for tomorrow	We will work as a team with our partners	We will build a physical environment that supports healing	We will leverage technology to its full potential
Maternity Strategy								
Equity in access & outcomes	✓	✓	✓	✓				✓
Embrace Opportunities to Innovate and Improve		✓		✓	✓		✓	
Learning		✓			✓	✓		✓
Culture of development & support	✓				✓	✓		
Staffing & Retention	✓	✓			✓		✓	
Effective listening & communication		✓		✓	✓			✓

Compassionate Aspirational Resourceful Excellent

Maternity Strategy



Work Streams for Quality and Improvement

	Lead(s)	Objective
Equity in access & outcomes	Director of Midwifery- Christine Harding Antenatal Obstetric lead- Baljinder Chohan	Provide an equitable service in access and outcome terms, tackling the multiple dimensions that affect local healthcare inequalities driving unwarranted variation in maternity.
Embrace Opportunities to Innovate and Improve	Head of Midwifery –Sarah Bailey Clinical Lead – Sarah Philip	Improve our approach to delivering maternity services, including our working methods and both physical & digital environment, with a focus on women centred care; discovery and innovation.
Learning	Intrapartum Obstetric Lead – Patrick Bose Postnatal Obstetric Lead – Sunetra Sengupta Consultant Midwife - Sam Fleming	Incorporate learning from neighbouring centres of excellence and incorporate real-time feedback from service users to provide insights to improve services and identify opportunities for our teams to continue delivering excellent care and support.
Culture of development & support	Clinical Director (W&C) – Peter DeHalpert Director of Midwifery – Christine Harding Associate Director of Operations – Barbara Hutchens	Foster a culture of development and support for our workforce, taking steps to increase visibility of senior staff and enable our people to attend training in support of their development.
Staffing & Retention	Head of Midwifery- Sarah Bailey Clinical Lead – Sarah Philip	Position ourselves as the regional employer of choice.
Effective listening & communication	Director of Midwifery – Christine Harding Head of Patient Safety - Sharon Andrews	Improve the quality and quantity of engagement with our workforce and service users, implement suggested changes from feedback.

Equity in Access & Outcomes

Provide an equitable service in access and outcome terms, tackling the multiple dimensions that affect local healthcare inequalities driving unwarranted variation in maternity.

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<p>Maternity Strategy</p> <p>Equity in Access & Outcomes</p>	<ul style="list-style-type: none"> Deliver excellent care to all service users 	<ul style="list-style-type: none"> Care is aligned & meets patient need Information available and accessible in different languages Infrastructure fit for purpose 	<ul style="list-style-type: none"> Pre-pregnancy care – access to quality care and advice before pregnancy Trauma Informed Care 	<ul style="list-style-type: none"> Safe continuity of care, based on need Give women choice of face to face or remote appointments. 				<ul style="list-style-type: none"> Women having access to their notes electronically EPR clinical system responsive to service needs Women face inequity in tech access

Our Aims:

- ✓ Continue delivering excellent quality of care to all service users, building on our existing reputation.
- ✓ Understand our clinical outcomes based on meaningful data
- ✓ Implementation of continuity of antenatal and postnatal midwifery care for all women.
- ✓ Considerate implementation of the continuity of carer pathways which covers antenatal, intrapartum and postnatal for women with higher levels of deprivation and minority ethnic groups.
- ✓ All of our published information is available in the top 10 languages spoken by our service users and is easily accessible
- ✓ Promote and communicate a robust pre-pregnancy programme of information and advice to potential service users.
- ✓ Support choice of place of birth. Have the provision of three places of birth for women, home birth, midwifery led unit and delivery suite.
- ✓ Implement a patient portal considering plans for people who are digitally excluded
- ✓ .Our staff understand the meaning of equity
- ✓ Co-produce a communication plan with MVP, community leaders, faith organisations, local authorities and Health Watch to ensure targeted information is shared and feedback obtained.

Measuring Our Success:

1. Provide safe Continuity of Carer based on clinical need considering safe overall staffing levels. Audited results of continuity of midwifery of care in antenatal and postnatal period for all women.
2. Further reduction in the adjusted perinatal mortality rate.
3. Fewer clinical incidents with fetal monitoring and escalation being contributory factors to poor outcomes.
4. Baby Friendly Accreditation will be achieved.
5. Reduction in Term Babies admitted to Neonatal Unit (ATAIN)
6. Increase to 90% the number of women offered carbon monoxide screening at booking and 36 weeks gestation.
7. Reduce number of closures of the Midwifery Led Unit and home birth service.
8. Establish and embed an in house Smoking Cessation Service for women identified at booking to reduce the number of women who continue to smoke
9. An equity action plan which has been agreed across the local maternity & neonatal system (LMNS) will be produced by end of 2023

Compassionate

Aspirational

Resourceful

Excellent

Embrace Opportunities to Innovate and Improve

Improve our approach to delivering maternity services, including our working methods and both physical & digital environment, with a focus on women centred care; discovery and innovation.

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<p>Maternity Strategy</p> <p>Explore opportunities to be courageous</p>		<ul style="list-style-type: none"> Improved/streamlined services across different areas of Trust (scans/diagnostics) Collaborative learning 		<ul style="list-style-type: none"> Hybrid model of care, empower patients (remote monitoring) Individualise/offer informed choice 	<ul style="list-style-type: none"> Study days, collaborative Challenge the hierarchy 		<ul style="list-style-type: none"> New maternity unit Improved infrastructure 	

Our Aims:

- ✓ The RBH estates master plan and Clinical Services Strategy reflects the needs of maternity service users and their families, as well as our own staff and volunteers.
- ✓ Ensure women and their babies are safe in our care and avoidable harm is eliminated
- ✓ Service users move seamlessly on their journey through other services provided by the Trust (diagnostics/scans), while being treated with sensitivity in cases of miscarriage & stillbirth.
- ✓ Women receive individualised care options and offers to make decisions to suit them and their families best.
- ✓ Offer the majority of women the opportunity to participate in remote monitoring as part of their maternity journey.
- ✓ Staff are empowered through their work to attend training and collaborate with peers in neighbouring Trusts (and volunteer organisations), encouraged to break down barriers in hierarchy and to challenge the status quo.
- ✓ We will continue to respond to families in a open and honest way following incidents and complaints extending our duty of candour promoting a just culture
- ✓ Clear pathways for implementation of services improvement for staff with opportunities for showcase and feedback
- ✓ Triangulation of learning from complaints Incidents and claims

Measuring Our Success:

1. Gap analysis of complaints, maternity survey & engagement with volunteer organisations
2. DATIX analysis of logged maintenance issues to validate improvement
3. Achieve UNICEF Baby Friendly Breastfeeding Initiative level 3 by the end of Q4 2022/2023
4. Delivery of actions from Saving Babies Lives v2 care bundle.
5. Achievement of the all Safety Standards for Maternity Incentive Scheme (MIS)

Learning

Incorporate learning from neighbouring centres of excellence and incorporate real-time feedback from service users to provide insights to improve services and identify opportunities for our teams to continue delivering excellent care and support.

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Maternity Strategy		<ul style="list-style-type: none"> MVP/Birth reflection Real-time feedback/insights from patients 			<ul style="list-style-type: none"> Opportunity to improve Inconsistent messaging Agile approach to MDT Cross-learning with different stakeholders Embed core competency framework across MDT 	<ul style="list-style-type: none"> Peer reviews (CQC), opportunity for RBFT to implement Learning from neighbouring units/building ICS and regional networks 		<ul style="list-style-type: none"> Trust MAST recording includes maternity specific training

Learning

Our Aims:

- ✓ Feedback is collected from patients, staff and volunteers (including volunteer organisations) in real-time & retrospectively on an ongoing basis to continuously improve our maternity service.
- ✓ The core competency framework is embedded in all MDT training by 2024
- ✓ The majority of our staff are offered opportunity to participate in cross-learning on a regular basis (at least once per year) with different stakeholders at local, regional and national level.
- ✓ Messaging, advice and guidance is delivered in a consistent way across the Trust to service users.
- ✓ Take the opportunity to establish peer review sessions with neighbouring Trusts and partner organisations to build a regional network of learning and improvement.
- ✓ Seek opportunities to learn from excellence by promotion professional curiosity
- ✓ Staff are enabled to practice with confidence
- ✓ Identify effective and sustainable methods to triangulate learning from incidents and complaints
- ✓ Recording of Maternity specific mandatory training is visible and transparent through the Trust MAST training record.

Measuring Our Success:

1. Provision of high quality clinical education and professional development that is valued by staff, students, and our partners.
2. Training targets and parameters are consistently achieved across the MDT
3. Value and invest in our staff by promoting appropriate education, training, development and leadership opportunities for all staff
4. Through the Improving together project all staff in the maternity service are trained to deliver continuous quality improvement (CQI) by the end of FY2024

Culture of Development & Support

Foster a culture of development and support for our workforce, taking steps to increase visibility of senior staff and enable our people to attend training in support of their development.

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<p>Maternity Strategy</p> <p>Culture of development & support</p>	<ul style="list-style-type: none"> Increase visibility of senior staff Workforce modelling and development 		<ul style="list-style-type: none"> Compassionate leadership and psychological safety 		<ul style="list-style-type: none"> Release financial constraint in training provision of backfill Robust succession planning 	<ul style="list-style-type: none"> Learning from our peers 		

Our Aims:

- ✓ Provide Psychological Safety within our workplace – develop compassionate leadership
- ✓ Freedom to speak up and escalate
- ✓ Both senior clinical and management staff leadership are visible in the day-to-day operations of the maternity service, aided by our open door policy for all staff and volunteers to make use of.
- ✓ Conduct regular workforce modelling (skill-mix reviews) to assess the needs of the service against existing staff and volunteer organisation plan.
- ✓ Ensure essential training is not impacted by financial constraints and that staff are backfilled adequately so as not to impact the operations of the maternity service.
- ✓ Ensure the culture of learning is expanded with our people able to take the opportunity to learn from neighbouring Trusts, volunteer organisations and our other partners on a regular basis.
- ✓ Develop our future leaders through robust succession planning using our appraisal process to encourage and develop our team.
- ✓ Promote and develop the work of the Professional Midwifery Advocate (PMA)
- ✓ Ensure a culture of safety and equity in everything we do

Measuring Our Success:

1. Staff feel able to raise concerns - any concerns raised are swiftly responded to, and addressed.
2. Deliver a workforce skill-mix review on the service by the end of FY 2023 to identify strengths and capability gaps
3. Establish a regional network or community of best practice with neighbouring services and partners by the end of FY2023

Staffing & Retention

Position ourselves as the regional employer of choice.

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<p>Maternity Strategy</p> <p>Staffing & Retention</p>	<ul style="list-style-type: none"> Communicating our culture externally (reputation, actions on national reports) Maintaining research portfolio 	<ul style="list-style-type: none"> Invest in development in key maternity topics Modern/Innovative pathways Reconfigure wards Outsource non-core skills, focus on competencies 			<ul style="list-style-type: none"> Develop staff with new tech training Embed use of new tech day-to-day (built environment facilitates) Flexible working Working with HE partners on training Encourage/promote the profession 		<ul style="list-style-type: none"> Enable staff to do their jobs well Co-locating clinical & office space 	

Our Aims:

- ✓ Proactively communicate our position in response to local, regional and national reports & findings of significance to maternity services.
- ✓ Celebrate what we do well
- ✓ Work with our corporate partners to improve the recruitment experience
- ✓ Enhance and further develop the experience of our internationally recruited staff members
- ✓ Embed the use of innovative technology in our day-to-day work and embrace these new ways of working with modern processes & tools to communicate to and involve our staff
- ✓ Provide an environment that both enables staff to do their job well and enhances the patient experience.
- ✓ Invest in the development of our staff, focusing on topics in modern maternity services and participation in research
- ✓ Inclusion of all staff groups especially our admin teams in the building of one unit
- ✓ Offer flexible working arrangements for staff
- ✓ Ensure inclusion of all staff from all disciplines within maternity

Measuring Our Success:

1. Deliver staffing levels in line with RCOG guidelines and the recommendations of the Birth Rate plus assessment
2. Staff survey results and trajectory show consistent annual improvement.
3. Maternity Survey results show the same improvement on a more regular basis.
4. Maternity staff vacancy and turnover rates reduce consistently.

Effective Listening & Communication

Improve the quality and quantity of engagement with our workforce and service users, implement suggested changes from feedback.

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Maternity Strategy		<ul style="list-style-type: none"> Redress Face to face info and education patient needs Regularly engage with families for feedback, using the appropriate resources i.e. MVP Family Friendly 		<ul style="list-style-type: none"> Fill the gaps we identify in feedback sessions – adapt to suit needs of women Co-production with users 	<ul style="list-style-type: none"> Improve & engage with staff more often. Encourage & facilitate all staff we work with to see how they can make a difference 			<ul style="list-style-type: none"> Ensure technology is delivering expected benefits Face to face communication can improve use of technology

Effective listening & communication

Our Aims:

- ✓ Establish a communication strategy for all staff to enable real time escalation and the removal of barriers
- ✓ Actively promote equitable service user feedback adapted in a way that suits their needs
- ✓ Clear lines of reporting and accountability between the Directorate Women and Children's Programme Board and Urgent Care Board Women
- ✓ Promote the Maternity Voices Partnership (MVP) to users and staff and how this can work in partnership with the service.
- ✓ Plan to engage with staff, service users and their families on a regular basis (at least once per quarter) to test, adapt and make incremental improvement to communications.
- ✓ Take advantage of modern tools and use appropriate channels to reach staff and service users especially to gain live feedback
- ✓ Ensure technology is delivering expected benefits for the Trust and to our intended audiences e.g. Patient Portal and EPR
- ✓ Use face-to-face communication in combination with digital to improve the experience for staff and service users recognising those who are digitally excluded.
- ✓ Find the signals amongst the noise
- ✓ Work with Trust partners to provide a translation services that suit the needs of our families

Measuring Our Success:

1. All key service information for women will be available and easily accessible in various formats and languages by the end of 2024
2. Quarterly engagement and feedback opportunity with staff and partners is implemented by 2023
3. Improve our Friends and Family user percentages