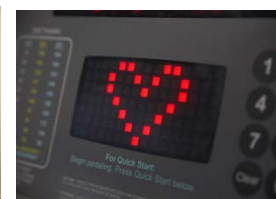
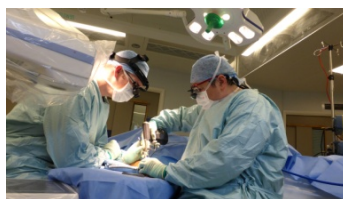


Outstanding Maternity Services (OMS) Programme Overview

Women's Services CBU

**Carolyn Robertson, Hannah Ackroyd, Sara Hollins,
Alison Powell**



Background

- Large scale transformation programme to move to an Outstanding Maternity Service.
- Programme team in place to support CBU, facilitate workforce and stakeholders to identify, progress and deliver their ambitions.
- Enable change and build on many excellent achievements.
- Achieve necessary and desired changes subsequent to CQC inspection report 2019 rating maternity services as requiring improvement.
- Launch Event in August 2020. Quarter of the workforce attended and contributed directly.
- Themes emerged leading to 5 key work streams.

OMS Workstreams



Bradford Teaching Hospitals
NHS Foundation Trust

Investing in our
Workforce

A Building Fit For
The Future

The Women's
Journey and
Clinical Excellence

Streamlining
Systems

Moving to Digital

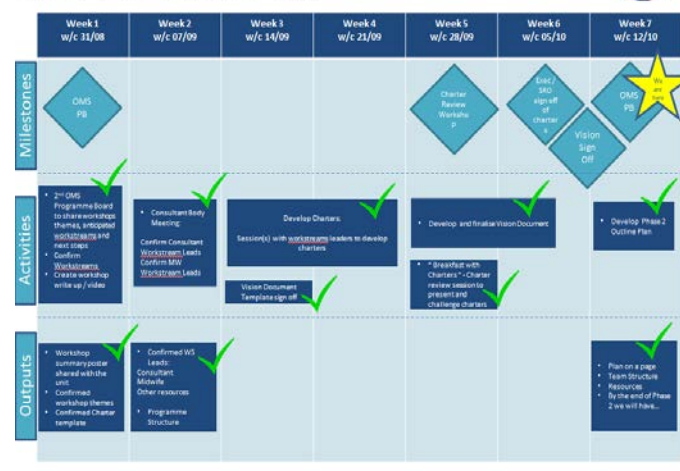
Phase 1 - Completed

- ✓ OMS Hub in maternity building
- ✓ Work stream leads in place- (medical and midwifery)
- ✓ Vision document written



Bradford Teaching Hospitals
NHS Foundation Trust

Road to Phase 2...



- ✓ Charters written and presented to OMS Board
- ✓ Visual Charters created to provide to workforce and stakeholders

PROJECT CHARTER: WOMAN'S JOURNEY & CLINICAL EXCELLENCE

Where are we now?



- ➔ Diverse population with complex clinical & social needs
- ➔ High stillbirth rate in relation to national average
- ➔ Overburdened service impacting clinical care
- ➔ Ambulatory care not fit for purpose

Where do we want to be?



Recognised unit for outstanding care

Right people, right place, right care



24/7 24/7 well staffed & equipped ambulatory care

Women & families at the centre



What do we need to do?

Listen to the voice of the community

Safe, standardised, evidence-based pathways

Work in partnership with local & regional services



Streamline community referrals

Prioritise CoC for vulnerable groups

Individualised care, respecting choice

OUTSTANDING
MATERNITY
SERVICES

What are our measures?



Reduction in stillbirth rate



Reduction in waiting times



Improved survey outcomes & feedback



Improved uptake of postnatal contraception



Achieve BFI status



PROJECT CHARTER: INVESTING IN OUR WORKFORCE

Where are we now?



- Diverse population requiring a workforce to match
- Low engagement & morale in some areas
- Medical workforce spread too thinly
- Staffing model not conducive to implementing CoC

Where do we want to be?



A culture of celebrating success

Right person, right place, right time



Happy & healthy workforce

Women & families at the centre



What do we need to do?



OUTSTANDING
MATERNITY
SERVICES

What are our measures?



Number of unit escalations



QI training for staff



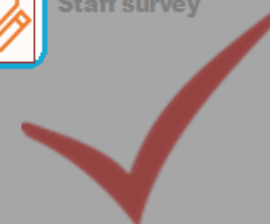
Staff sickness levels



Staff survey



ELCS delays



PROJECT CHARTER: MOVING TO DIGITAL

Where are we now?



- Insufficient equipment to facilitate modern communication
- Women have no access to their records
- "Invisible" to the rest of BTHFT
- Current IT makes it difficult to 'get it right first time'



What do we need to do?



Where do we want to be?

- Digital access to records for women
- IT that helps staff get it right 1st time
- An upgraded IT infrastructure
- Improved quality of the data we report

What are our measures?

- Increased % of virtual consultations
- Full template of MSDS reporting
- Women having access to records
- Full implementation of EPR
- Increased quality of data reported



Moving to digital work stream leads: John Anderson, Alison Powell & Claire Townsend

PROJECT CHARTER: STREAMLINING SYSTEMS

Where are we now?



- ➔ Lack of data cleansing & variation in presentation of data
- ➔ Delays in services to meet national standards
- ➔ System is reactive to issues and problems
- ➔ Disconnect between trust & service data & governance
- ➔ Limited communication of learning from QA and safety

What do we need to do?



Where do we want to be?



Quality Assurance & safety
is everyone's business

Celebrate success & reinforce positives



Compliant with national standards

Clear & simple structure from ward to board



What are our measures?



Improve Datix
review &
closure by 5%



Increase the % of
staff reading
lessons learnt



100% compliance with
MSDS standards



External and
internal data
match



All clinical
guidelines include
auditable standards



PROJECT CHARTER: A BUILDING FIT FOR THE FUTURE

Where are we now?



- Unit is too small for women, families & staff
- Accessibility standards are not being met
- First impressions of the unit are unwelcoming
- No flat link to the main site; high ambulance & taxi use

Where do we want to be?



A building fit for purpose

Streamlined, efficient clinics



Reduced waiting times

A focus on safety, privacy & dignity



What do we need to do?

Map out
current
services



"A unit to
be proud
of"

Improve
patient flow

Create a
welcoming
environment

Improve
signage

Decide what
needs to be
relocated

What services
need to stay

What are our measures?



Easy access to
the main site



Best use of
ambulatory care
facilities



Reduced
clinic waiting
times



Meeting '15 steps'
criteria



Meet
accessibility
standards



Achievements to Date

- External Stakeholders engagement throughout
- Partnership working with MVP
 - ✓ 15 steps review
 - ✓ Co-design visiting guidance
 - ✓ Service user review of information re: Reduced Baby Movements to supplement national standards
 - ✓ Staff coming forward to be involved
- Programme communication to staff and women at all stages through various forums
- Collaborating with System Wide Working-Better Births
- Linking existing work to OMS work streams
- Project plans, timelines, scale and phase 2 priorities in progress
- Birthrate Plus workforce modelling has commenced

Risks and Support

- Covid-Impact on service and staffing
 - availability/time for workforce to participate
 - OMS to progress or pause?
- Significant Investment requirement is anticipated with early priority being building upgrade

How can you help?

- OMS dependant on key senior trust expertise for:
 - Estates-significant redesign and works required
 - HR-workforce re-modelling across service
 - OD-Culture-innovate to be outstanding

Any Questions?



- A copy of our thank you card-be kind, feedback and encourage by saying
- *Thank you - for listening and supporting*