

REPORT TO PUBLIC TRUST BOARD (PUBLIC)

TITLE	Achieving safe and appropriate midwifery staffing through implementation of Birth Rate Plus – implementation plan
AUTHOR	Penny Snowden, Director of Midwifery
EXECUTIVE SPONSOR	Jo Bennis, Chief Nurse
DATE OF MEETING	13 th April 2021
PRESENTED FOR	Decision

PURPOSE OF THE REPORT

For the Trust Board to approve the Birth Rate Plus Implementation Plan as part of the Ockenden Report recommendations.

EXECUTIVE SUMMARY

The interim report into Maternity Care at Shrewsbury and Telford Hospital NHS Trust known as the Ockenden Report was published in December 2020. In February 2021, all Trusts were required to submit their progress against the twelve clinical priorities which incorporated the seven immediate and essential actions. One of those priorities was in relation to midwifery staffing with particular reference that each Trust Board was required to approve a Birth-Rate Plus Implementation Plan.

COMMITTEES/SUBGROUP WHERE THIS ITEM HAS BEEN CONSIDERED

Executive Directors - 24th March 2021

RECOMMENDATIONS

1. Trust Board to approve the attached Implementation Plan.



STRATEGIC GOALS THIS REPORT SUPPORTS *(Check all that apply)*

Delivering outstanding care and experience	√
Recruiting developing and retaining our workforce	√
Improving and developing our services and infrastructure	√
Working together with local health and social care providers	<input type="checkbox"/>
Delivering financial sustainability	<input type="checkbox"/>

RISKS RELEVANT TO THE PAPER

Risk ID	Risk Description
001,005	Delivering Outstanding Care and Experience
006, 007	Recruiting, Developing and Retaining our Workforce

OTHER IMPLICATIONS OF THE PAPER

Legal/ Regulatory Relevance:	<i>Regulation 12 : Safe Care,, Regulation 18: Appropriate staffing, Regulation 17 Good Governance Fundamental Standards of Care Part 3 Health and Social Care Act, 2008 (updated 2014)</i>
NHS Constitution Delivery	The NHS aspires to the highest standards of excellence and professionalism
Freedom of Information Release	This report can be released under the Freedom of information Act 2000

Equality and Diversity Implications *(Check all that apply)*




Age	Gender	Ethnicity	Disability	Pregnancy/ Maternity	Marriage/ Civil Partnership	Religion/ Belief	Sexual Orientation	Gender Reassignment
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>No Equality and Diversity Implications</i>								



Midwifery Staffing Birth-rate Plus Implementation Plan


Key


BLUE	GREEN	AMBER	RED	White
Completed	On track for delivery to timescales	Action not being implemented within timescales	Outstanding	New Action – not yet commenced

Created: 8/02/2021, Updated March 9th 2021 Updated March 23rd 2021

No	Objective	Action	Lead	Timescale	Progress	Evidence (embedded or required)	RAG
1	To ensure that the Organisation is informed of the required midwifery staffing resource to safely care for women and their babies	To commission a full external Birth-rate Plus review of midwifery staffing	DOM/HOM	Complete	Final report received 18 th March	 North West Anglia NHS FT_ Final BR+ R	
		To draft a paper for the ET that summarises the Birth-rate Plus Report and the high level Plan	DOM	Complete	Presented paper at Executive Meeting on 10 th March	 MIDWIFERY STAFFING REPORT TR	
		To formulate the Midwifery Biannual Staffing paper that includes the results of the BR+ final report for Board Meeting on the 9 th March 2021	DOM	COMPLETE	Trust Board paper drafted and waiting submission to April Board	 Bi annual Staffing Paper March 2021 2:	

2	To ensure adequate leadership competency and capacity to deliver the required quality improvement in accordance with internal, local and national drivers for change	To complete a review of Leadership Structure to inform the BR+ Investment Appraisal	HOM/DOM	Complete	Structure reviewed. Additional Leadership roles outlined in the BR+ paper for Executives to comment	 BR+ Posts.docx	
		To work with Finance Business Partner to cost up leadership roles	HOM	28 th February 2021	Completed and included in BR+ paper	See report above	
		To include leadership financial investment in the Investment Appraisal	DOM/HOM/GM	30 th April 2021	Being progressed		
		To support DHOM on the Aspiring HOM Course	DOM/HOM	3/02/2021	Course commenced	 Agenda - Preliminary Leadersh	
3	To ensure that clinical staffing funding is compliant with the Birth Rate Plus Report	To formulate an Investment Appraisal for Trust Approval for Midwifery staffing based on the Birth-rate Plus	DOM/HOM/GM	30 th April 2021	Being progressed		
		To present the BR+ Investment Appraisal paper to the Midwifery Strategic Leadership Board on the 10 th March 2021	DOM/HOM	COMPLETE	Email sent on the 8 th February requesting an agenda item		
		To present the BR+ Report to the Executive Team on the 10 th March 2021.	DOM	COMPLETE	Agenda item agreed for the 10 th March 2021	See above papers	
		To gain Trust Board support to implement the BR+ recommendations on 13 th April 2021	DOM	13 th April 2021	Agenda item booked and extraordinary session with TB to explain BR+ methodology		

		To review the midwifery establishments in light of the BR+ recommendations	HOM	COMPLETE	Included on posts required		
4	To ensure that actual clinical staffing is compliant with the Birth Rate Plus Report	To propose the commissioning of an external recruitment agency as part of the BR+ Business Case to assist with recruitment	DOM	COMPLETE	COCO projection up to 51% completed	 NW Anglia_revised Core & CoC Summar	
		To develop a recruitment and retention work plan to operationalise the BR+ Business Case	GM/HOM	31 st May 2021			
		To engage with regional and national overseas recruitment projects	GM/HOM	30 th June 2021			
		To report to the workforce committee to oversee progress of recruitment of staff and operational management of staffing to preserve safety of the maternity service	GM/HOM	31 st May 2021			
		To work with flexible staffing regarding long line booking of bank and agency staff	HOM	COMPLETE	This is in place		
5	To ensure that funded staffing resource supports the implementation	To commission BR Plus to include Continuity of Carer in appendix to final report	DOM	COMPLETE	Report received	See report embedded above	
		To include staffing requirement in the BR+	DOM	COMPLETE	Included in Exec and TB papers	See papers above	

	of Continuity of Carer	Report to support the COC implementation trajectory					
		To meet with National Continuity of Carer Lead regarding BR+ figures for Continuity of Carer to review implementation plan and trajectory	DOM/HOM	COMPLETE	Report Received	See above	
6	To improve workforce governance to preserve safety in view that the service is not compliant with national standards	To review Business Continuity Plan (BCP) for Staffing	HOM	31 st May 2021	Review has commenced		
		To ratify the new BCP for Staffing at Guideline Group April 2021	HOM	31 st May 2021			
		To pilot Birth Rate Plus APP on both units to monitor activity, acuity and red flags	DHOM/Lead Midwife	COMPLETE	APP implemented on both sites 28 th December 2021		
		To meet with BR+ team on a monthly basis to support implementation phase	HOM/DHOM/Lead Midwife	COMPLETE	Support meetings in place with Lead Midwife for Inpatients HH		
		To revise senior midwifery oversight of the unit through the day	HOM	30 th June 2021	Interdependency with approval of BR+ investment		
		To review out of hours management on -call	HOM	31 st July 2021	Interdependency with approval of BR+ investment		
		To develop monthly workforce report that summarise fill rates, red flags, reported incidents, mitigation, etc. for Divisional Workforce Meeting	HOM/DOM	COMPLETE	Integral to Trust monthly staffing report	 Midwifery Safe Staffing Report Mar	



		To develop a recruitment trajectory and monthly progress report	GM/HOM	31 st May 2021	Interdependency with approval of BR+ investment		
		To ensure that all risks regarding staffing are on the risk register	HOM	31 st May 2021			