

## Maternity Network Business Plan 2017-18

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### Strategic Context and Key Drivers

*Better Births*, the report of the national maternity review, sets out a vision for safe and efficient models of maternity care. Delivering this vision ultimately requires local action. There will be a programme to support local maternity systems to transform services and implement *Better Births*, bringing together different organisations from across the system. This document sets out at high level the regional contribution to that programme. Transformation will be expected to take place over five years.

In particular, *Better Births* calls for commissioners and providers to work together across organisational boundaries and there will be a key role for regions in facilitating this. They should come together at two levels:

- As **local maternity systems**, with the aim of ensuring that women, their babies and families are able to access the services they need and choose as close to home as possible. *Better Births* suggests that local maternity systems should have a population of between half and one and a half million. In practice, we expect these will align with STP footprints in the vast majority of cases, notwithstanding that some have population sizes outside the range suggested.
- Through the 12 **Clinical Networks**, with the twin aims of:
  - Sharing information, best practice and learning, to benchmark against each other and drive improvement in the quality of services across the region; and
  - To ensure that specialist services are available to women and babies with more complex needs, and that they receive consistently high quality treatment in centres with the right facilities and expertise, as close to their homes as possible.

### Enabling Themes

Working with service users, patients, families and carers is a commitment of NECN and will feature throughout the delivery of the work plan. We work with organisations representing a range of service users and carers to ensure we gather a range of views. We believe that by listening to people who use and care about our services, we can understand their diverse health needs better, focus on and respond to what matters to them. Read our Northern England Clinical Network and Senate [Patient and Public Participation Strategy](#) for further information.

The importance of workforce, communication, training and data (including analytics) will run throughout the delivery of these aims. Similarly we will work collaboratively towards improved information sharing and exploiting digital technology to achieve safer, quality care in complex environments for the clinical network priority themes.

National aims and objectives	Our actions	Timescale	Measures of our success
<p>1. Provide advice to Local Maternity Systems (LMS) to develop and implement local maternity transformation plans, acting as an honest broker, trouble shooter and/or critical friend where appropriate.</p>	<p>Facilitate the development of Local Maternity Systems through the provision of clinical advice and service improvement support.</p> <p>Support delivery of Maternity Transformation Plans.</p>	<p>2017-18</p>	<p>A Local Maternity System is in place and functional across each STP footprint by March 2017.</p> <p>Each LMS has a plan for the implementation of Better Births in place by the end of October 2017.</p> <p>Network Maternity Patient Safety Learning Network, Maternity Engagement Groups and the Perinatal Mental Health Network aligned to LMS work programme and delivery of objectives.</p> <p>Network involvement at strategic level via LMS Executive Groups and LMS Boards.</p> <p>Maintain and develop relationships with key stakeholders nationally and locally and being aware of their priorities to put us in a good position to respond to any funding opportunities with business case and bid development.</p> <p>Log of advice and support requests that are outside the scope of this business plan.</p>
<p>2. Provide targeted improvement support and clinical advice to poorly performing CCGs according to the CCG IAF (Improvement and Assessment Framework) - those in the worst category for each indicator under the CCG IAF to identify and implement actions to improve services.</p>	<p>Annual review of performance against the following maternity indicators:</p> <ul style="list-style-type: none"> <li>▪ stillbirth and neonatal mortality</li> <li>▪ maternal smoking (at time of delivery)</li> <li>▪ experience of care</li> <li>▪ choice in maternity services</li> </ul> <p>Triangulate data and local intelligence to understand context and measure of improvement.</p>	<p>2017-18</p>	<p>Inclusion within the network regional dashboard of all data items relevant to the IAFs.</p> <p>Presentation of findings at Maternity Clinical Advisory Group.</p> <p>Reflective baseline of current position.</p> <p>Link with CCG assurance via the Nursing and Quality Directorate, NHS England.</p>

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	Work with local maternity systems to support action planning to improve services.		Local Maternity System to have a network-supported plan to improve services.
3. Inform the development of regionally available specialised services that LMSs feed into, so as to ensure women and their babies can access the right care, in the right place at the right time.	Guideline development to standardise appropriate areas of practice and care, improve quality and outcomes based on the best and most up to date evidence available and expert opinion drawn from representatives across the Network.	2017-18	<p>Maternal Medicine and Fetal Medicine Meetings involving multi-disciplinary, multi-organisational representation.</p> <p>Co-production of agreed guidance and regional pathways of care</p> <ul style="list-style-type: none"> <li>▪ Maternal Medicine - Renal, Epilepsy, Haematology and Endocrinology</li> <li>▪ Fetal Medicine - Congenital Diaphragmatic Hernia</li> <li>▪ Perinatal Mental Health</li> </ul>
4. Aid the system by way of reflection and challenge to unwarranted variation, identifying opportunities for improvement and acting as a conduit for resolution of issues through liaison with the regional and national teams and other partner organisations	<p>Continue to develop a regional maternity dashboard to allow a standardised approach to service analysis; needed to deliver equitable and improved services.</p> <p>Collate and analyse regional data returns for dissemination via the Maternity Clinical Advisory Group.</p> <p>Align the regional dashboard with the ongoing work to develop a national maternity dashboard.</p>	2017-18	<p>Standardised data indicators.</p> <p>Provision of comparable service outcome data.</p> <p>Clinical discussion and analysis of data.</p> <p>Ability to identify good practice and share learning.</p> <p>Evidence of actions in relation to either identification of good practice and / or unwarranted variation.</p>
5. Facilitate the sharing and learning of best practice so as to foster the development of a learning culture	Continue to host and facilitate multi professional, multi-organisational forums within Maternity.	2017-18	<p>Maternity Clinical Advisory Group, Maternity Engagement Group and Maternity Patient Safety Learning Network meetings held regularly with action and decision logs recorded and shared on website.</p> <p>Evidence of shared learning from discussion of case reviews.</p> <p>Evidence of inter-trust shared working in the investigations of serious incidents.</p>

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6. Continue to advise on and encourage the implementation of the Saving Babies' Lives care bundle.	Proactively encourage providers to develop action plans to implement the care bundle, providing advice and support when required.	2017-18	All providers have action plans for <ul style="list-style-type: none"> <li>▪ Reducing smoking</li> <li>▪ Risk assessment and surveillance for fetal growth restriction</li> <li>▪ Raising awareness of reduced fetal movement</li> <li>▪ Effective fetal monitoring during labour.</li> </ul>
	Support national data collection on Care Bundle compliance.		Analyse and share local data about Care Bundle's adoption within the region.
7. Establish and maintain regional resources/networks for driving delivery and improvement; including maintaining Children and Young People's MH Improvement Team, and networks for specialist perinatal mental health.	Delivery of a regional PMH work programme in partnership with Providers, Commissioners, Service users, PHE and HEE.  Demonstrate progress against established baselines for provision and workforce plans.	2017-18	Plans in place to increase access to evidence-based specialist perinatal mental health care to meet 100% of need by 2020/21.  Plans demonstrate partnerships in strategic planning across multi-professional perinatal mental health pathways and delivery between community and inpatient services.