



NHS

Barts Health
NHS Trust

Maternity Services at Royal London Hospital

Our Journey



The story so far.....

- The Health Scrutiny Panel (HSP) identified the performance of maternity services at the Royal London Hospital (RLH) as the subject for a review in its work programme for 2015/2016.
- The reports of the Care Quality Commission published in May 2015 and then in December 2016 raised concerns about various aspects of the service including:
 - Security of ward areas
 - Workforce
 - Feedback
 - Culture
 - Experience
- In November 2016 the first Maternity Partnership meeting took place involving commissioners, local council, patient representatives and the management team at the RLH.



Where did we start.....

With the Leadership Team....

- **Appointment of Deputy Head of Midwifery:**
Shahida Trayling in post since Jan 17

- **Appointment of Clinical Director:**

Dr Matt Hogg in post since Feb 17

- **Appointment of General Manager:**

Kelly Jupp in post since Feb 17



Where did we start.....

With the Leadership Team....

- Working in conjunction with the Divisional Management Team.
- Service Line Team working on day to day operational and service issues.
- Performance review held monthly alongside Divisional Management team meeting.



Leadership Team.....

- The aim to start a movement.....its about everyone!
<https://www.youtube.com/watch?v=fW8amMCVAJQ>
- Collaboration between all staff.
- Be visible and accessible - within the areas, in meetings, have an open door policy and tweet!
- Support and lead on improvement work.
- Keep staff up to date.
- Listen and respond.



The Direction of Travel....

- Five areas to consider:

- 1) Security
- 2) Workforce
- 3) Feedback
- 4) Partnerships
- 5) Culture



- So we developed an Improvement Plan and established regular team meetings to review this.



1) Security

Baby Labelling – ensuring each baby has two labels on at all times with the relevant and correct personal data.

- Changes were made to the types of labels that we used, new ones are softer and more baby friendly.
- Explanation sheet provided to all mothers and once reviewed with the midwife is signed – an agreement to alert us if a band comes off.
- Visible posters reminding parents of the importance of the labels.
- Daily audits to check compliance – 100% compliance has been achieved will continue to be monitored.



1) Security

Baby Labelling



TELL YOUR MIDWIFE



1) Security

Baby Tagging System

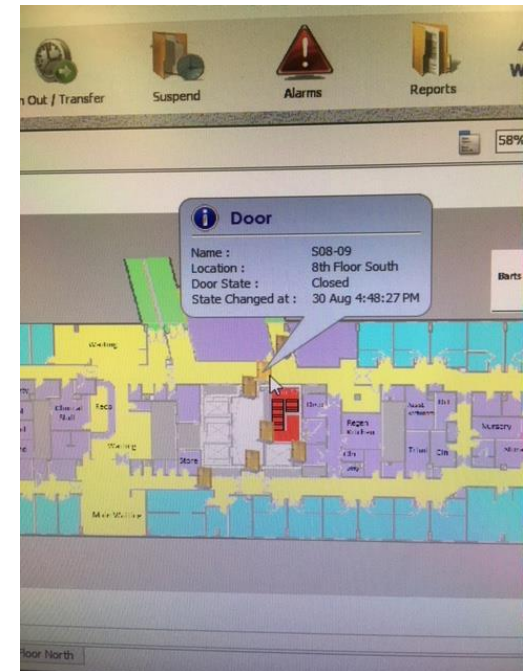
-Concerns raised that a baby tagging system was not in place.

- Briefing paper sent to Trust Executives and agreement confirmed in May 2017.

- Baby tagging system, Totguard was installed and went live on the 10th October 2017.

- SOP in place and leaflet produced for parents.

- Training provided to all staff as part of initial roll out and further sessions are being provided in light of any false alarms or where further training needs are identified.



1) Security

Door Security –10 sets of doors were identified as being inadequate and a potential risk.

- Doors were risk assessed and agreement sought to change the locks and access.
- Finance and PFI agreement in place.
- Work was carried out to amend the doors and this was completed in October 2017.
- Infant abduction drills have been completed and a further one is planned following embedding of the new tagging system.
- Infant abduction policy is also being updated (cross site).



2) Workforce

Recruitment


- Developed and changed our recruitment information on the webpage. We now have a clear point of contact for all potential employees!

Rachel Harris,
Preceptorship Midwife



"We have the best team you could ask for. Some of our most critical emergencies are the calmest, because everyone works together to support each other and give our patients the best care."

Contact Information



If you would like to discuss any aspect of the opportunities available with members of our clinical team, please contact Kirstie Savege, Senior Midwife, on kirstie.savege@bartshealth.nhs.uk or Shahida Trayling, Maternity Matron, on shahida.trayling@bartshealth.nhs.uk. We would be happy to hear from you.

Get involved @NHSBartsHealth on Twitter Follow us

Our charities The smiles say it all. Here are all of our

Lina Goran, Newly Qualified Midwife



"You can learn everything there is to know about maternal care at the Royal London. The support from our team is fantastic, and having worked here I feel confident in my ability to provide care. Once you work here, you can work anywhere."



2) Workforce

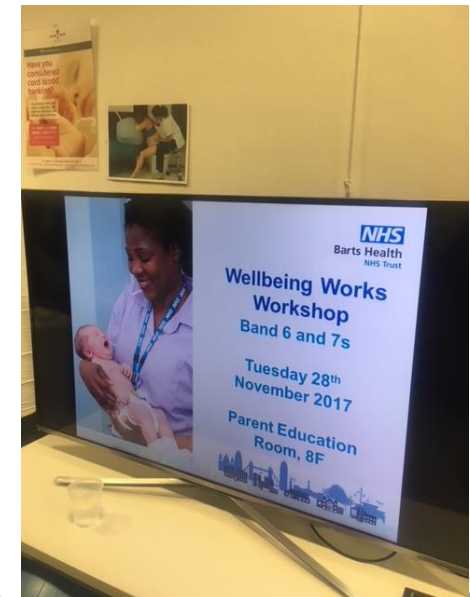
Recruitment

- Holding regular recruitment open days.
- Vacancies reduced from 35 WTE to 7 WTE. Further interviews are scheduled for 08/01/18.
- Currently we have a 94% fill rate with a 1:28 ratio in place, vacant posts are filled with bank/agency staff as required to ensure quality and safety in the clinical areas.
- 2.6 WTE supernumerary labour ward coordinator posts have been recruited into.
- 98 hours of Obstetric Labour Ward Consultant presence now in place.
- The team are also reviewing all flexible working requests and the rotation of both night and day teams.



3) Feedback

- We are listening....
- Initiated overnight visiting for partners, providing additional support to women in the post natal period immediately after birth.
- Developing an initiative to have 'A Happy Birthday' support families in conjunction with our Wellbeing Works programme.
- New volunteers working with us on the Postnatal Ward and helping us to improve the collection of I Want Great Care Feedback.
- Bi weekly Maternity team talks are in place for all staff to meet with the leadership team.



3) Feedback

- We are listening....
- Sessions for new mum and dads on our postnatal ward arranged so they can meet and interact with other new parents.
- The leadership team have held a number of Listening into Action events focussing on patient experience.
- A number of quality improvements projects are in progress including triage access and process, elective caesarean scheduling and utilisation of theatre lists.



3) Feedback

- Living the Values.....

Stella Brown, Midwife

I would like to nominate Stella, who has been instrumental in helping to improve the experience of women using the maternity triage service on 6E ward. Her calm and caring manner instantly places women at ease and gives them the right level of reassurance. She is also extremely efficient and works collaboratively with all her colleagues winning everyone over with her big smile.

Agnes Ong, CRS Midwife

I nominate Agnes Ong, CRS Midwife who in the last month during the IT incident has shown such a level of dedication to her team and our service. Agnes has led on the backlog work to ensure that all information is captured post incident and even stayed at the hospital during the first weekend of downtime in case the system came back on line! Agnes absolutely lives all of the values and is a valued member of our team!

Kirstie Savage, Clinical Placement Facilitator

I would like to nominate Kirstie, CPF and works with student midwives at all levels of their training. She is also the recruitment lead for maternity which is a never ending task and one that she executes efficiently and without any complaints.

Margaret Njenga, Ward Manager – 8F

I would like to nominate Margaret who is like a ray of sunshine on 8F which is a postnatal ward. She has ample clinical and managerial experience and an ability to put women and their families at the forefront of all that she does. She is a real gem and very highly regarded by colleagues and women alike.

Rofiquol Islam, Team Coordinator

Earlier on this week you were instrumental in satisfying a concern from a service user, thus avoiding a formal complaint. I did pass on my gratitude through your colleague, but wanted to re-iterate my thanks for your assistance with rebooking this appointment.

Postnatal Ward – 8F

I would like to nominate the **Postnatal ward Team**. They have worked very hard to implement changes on the ward. The changes have enabled mothers to receive compassionate care and also reduced complaints for the past month. The Team has worked hard together to ensure that there is improvements in discharge by making sure a midwife is allocated to concentrate on discharging mothers .

AMU Birth Centre

I would like to nominate and say thank you to the **AMU maternity Birth Centre Team** for their support when Postnatal ward and Antenatal clinic need help. The two areas tend to have high activity from time to time. AMU is called upon to support at short notice. They are always happy to support especially when postnatal ward needs to discharge mothers quickly to get beds for labour ward. They also support when needed to perform Newborn checks for babies prior to discharge. The above shows excellent Team support in the maternity area.

One particular person Kara Munday midwife on AMU has been especially very supportive.

Wendy Dodds (Maternity Ward Clerk)

I would like to nominate **Wendy** as someone who is doing a tremendous job of living the Barts Health values. Only in her first few months, Wendy has already developed a great reputation both as a welcoming and engaging face on the ward, but also for being diligent and responsible in her approach to ward security – both in the everyday and during a crisis. She is conscientious and professional, and a great addition to the RLH Maternity team.



3) Feedback

- 8F/Postnatal Ward

iWantGreatCare

4	Dignity/Respect	5.0	My midwife(Angela) was super. She came and sawa me straight away and was very kind and approachable. Also a lady called Irene was very friendly too. I have had 4 children in the Royal London and this was my best and most enjoyable experience.
	Involvement		
	Information	4.0	
	Cleanliness	4.0	
	Staff	5.0	
5	Dignity/Respect	5.0	The care we received from Hina our midwife was outstanding. She was perfect, so friendly and helpful and caring. She was so easy to take to and I had any concerns or worries. She is an absolute and credit to the Royal London Hospital and the NHS.
	Involvement	5.0	
	Information	5.0	
	Cleanliness	5.0	
	Staff	5.0	
5	Dignity/Respect	5.0	Our midwife Fati, was so helpful and friendly, she made me feel at ease during my time here. She was always attentive and extremely knowledgeable. She is a credit to this hospital and the NHS.
	Involvement	5.0	
	Information	5.0	
	Cleanliness	5.0	
	Staff	5.0	



3) Feedback

- 6F/Labour Ward

iWantGreatCare

2	Dignity/Respect 4.0 Involvement 5.0 Information 4.0 Cleanliness 1.0 Staff 1.0	Staff not helpful at all.
1	Dignity/Respect 1.0 Involvement 1.0 Information 1.0 Cleanliness 2.0 Staff 1.0	Absolutely nothing.
5	Dignity/Respect 5.0 Involvement 5.0 Information 3.0 Cleanliness 4.0 Staff 5.0	
5	Dignity/Respect 5.0 Involvement 4.0 Information 4.0 Cleanliness 5.0 Staff 5.0	
4	Dignity/Respect 5.0 Involvement 5.0 Information 5.0 Cleanliness 5.0 Staff 5.0	Good. - Everyone was caring. - Clean, modern. Bad. - Waiting, delays.



3) Feedback

- 6F/Labour Ward

iWantGreatCare

5	Dignity/Respect	5.0	All staff were very kind and professional, thank you. Very good care in our planned ceserian.
	Involvement	5.0	
	Information	5.0	
	Cleanliness	5.0	
	Staff	5.0	
5	Dignity/Respect	5.0	This place deserves a medal for professional care! Everyone really cares about patients. Only negatives is poor food/snack provision at night.
	Involvement	5.0	
	Information	5.0	
	Cleanliness	5.0	
	Staff	5.0	



3) Feedback

- 6F/Triage

iWantGreatCare

3	<ul style="list-style-type: none"> Dignity/Respect 4.0 Involvement 3.0 Information 4.0 Cleanliness 4.0 Staff 3.0 	
4	<ul style="list-style-type: none"> Dignity/Respect 3.0 Involvement 4.0 Information 5.0 Cleanliness 5.0 Staff 3.0 	The best thing about is everything is on time and each and every person ready to help someone. I don't really think there's something should be taken care of. As I have been in here last couple of months. So that's it.
4	<ul style="list-style-type: none"> Dignity/Respect 4.0 Involvement 4.0 Information 4.0 Cleanliness 4.0 Staff 4.0 	
4	<ul style="list-style-type: none"> Dignity/Respect 4.0 Involvement 4.0 Information 4.0 Cleanliness 4.0 Staff 4.0 	
5	<ul style="list-style-type: none"> Dignity/Respect 4.0 Involvement 4.0 Information 4.0 Cleanliness 4.0 Staff 4.0 	Reassuring, good care.



3) Feedback

iWantGreatCare

- Parent Education Classes...

5	Dignity/Respect	5.0	Natasha was brilliant. Really informative and friendly. Made everyone feel comfortable.
	Involvement	5.0	
	Information	5.0	
	Staff	5.0	
5	Dignity/Respect	5.0	Very practical advice from a good communicator. More hands on.
	Involvement	4.0	
	Information	5.0	
	Staff	5.0	
5	Dignity/Respect	5.0	Ann Hellis was absolutely amazing, very caring, empathetic and extremely knowledgeable. Such a useful session which I would highly recommend. Even though I'm fasting and shattered, Ann's level of engagement and skill meant I experienced every moment and was engaged throughout. Loved it!
	Involvement	5.0	
	Information	5.0	
	Staff	5.0	



3) Feedback

- Lotus Birth Centre...

iWantGreatCare

5	Dignity/Respect	5.0	Constant care, reassurance, checking up on me and baby.
	Involvement	5.0	
	Information	5.0	
	Cleanliness	5.0	
	Staff	5.0	
5	Dignity/Respect	5.0	Absolutely wonderful. Very helpful and friendly staff, lovely room for baby and dad and mum.
	Involvement	5.0	
	Information	5.0	
	Cleanliness	5.0	
	Staff	5.0	
5	Dignity/Respect	5.0	I got excellent service during labour the very first time, had 4 children including this baby in Royal London Hospital but this time was the excellent, service from midwife at labour and even at the ward. Carolyn, UMU and STM - Chloe really supported me during my labour. A very big thanks to them.
	Involvement	5.0	
	Information	5.0	
	Cleanliness	5.0	
	Staff	5.0	



Service	April 2017	May 2017	June 2017	July 2017	August 2017	September 2017	October 2017
Labour ward 6E/F	91.7% (24 reviews)	86.1% (36 reviews)	80.6% (36 reviews)	78.6% (42 reviews)	93.2% (44 reviews)	87.9% (58 reviews)	89.1% (64 reviews)
Lotus 8B	97.1% (35 reviews)	100% (13 reviews)	100% (14 reviews)	92.0% (25 reviews)	86.4% (22 reviews)	100% (25 reviews)	100% (22 reviews)
Postnatal ward 8F	82.8% (29 reviews)	81.8% (44 reviews)	91.2% (91 reviews)	81.0% (58 reviews)	80.0% (60 reviews)	88.7% (71 reviews)	84.6% (65 reviews)
Antenatal clinic	70.8% (24 reviews)	88.6% (35 reviews)	87.5% (48 reviews)	80.6% (36 reviews)	79.3% (29 reviews)	85.7% (21 reviews)	91.3% (23 reviews)
Barkantine AN	100% (2 reviews)	100% (46 reviews)	91.7% (24 reviews)	95.0% (20 reviews)	100% (18 reviews)	100% (26 reviews)	100% (18 reviews)
Barkantine Labour	-	100% (6 reviews)	80.0% (5 reviews)	100% (6 reviews)	100% (1 review)	100% (1 review)	100% (1 review)
Barkantine PN	-	100% (8 reviews)	100% (1 review)	100% (2 reviews)	100% (1 review)	100% (6 reviews)	100% (1 review)
Community antenatal	100% (3 reviews)	100% (1 review)	-	54.5% (11 reviews)	90.0% (10 reviews)	100% (5 reviews)	60.0% (5 reviews)
Community postnatal	-	-	100% (22 reviews)	90.0% (10 reviews)	100% (13 reviews)	97.9% (48 reviews)	88.6% (35 reviews)
Homebirths	100% (1 review)	-	100% (2 reviews)	-	-	-	100% (5 reviews)
Triage	57.1% (14 reviews)	50.0% (6 reviews)	81.8% (22 reviews)	90.9% (22 reviews)	81.8% (22 reviews)	85.7% (21 reviews)	87.5% (24 reviews)
MFAU				92.3% (13 reviews)	86.7% (15 reviews)	90.0% (20 reviews)	93.3% (30 reviews)
Friday diabetic clinic				100% (10 reviews)	86.2% (29 reviews)	100% (5 reviews)	100% (11 reviews)
Dietician		100% (16 reviews)	100% (10 review)	100% (2 reviews)	100% (14 reviews)	100% (4 reviews)	100% (2 reviews)
GDM Education	100% (11 reviews)	93.9% (33 reviews)	100% (33 reviews)	100% (20 reviews)	100% (28 reviews)	100% (40 reviews)	100% (5 reviews)
Parent Ed		100% (1 review)	100% (12 reviews)	100% (15 reviews)	98.7% (75 reviews)	100% (64 reviews)	100% (50 reviews)
Baby feeding	100% (5 reviews)	89.5% (38 reviews)	100% (12 reviews)	100% (1 review)	100% (34 reviews)	100% (3 reviews)	100% (5 reviews)
Tongue-tie service					100% (2 reviews)	100% (3 reviews)	100% (4 reviews)



4) Partnerships

- Our commitment to working with our local partners to improve our maternity services is ongoing.
- Members of the Maternity Voices Partnership and have set the priorities with that group which include communication, home births, continuity of care and compassion.
- MVP members were involved in the recruitment and launch of the new Tower Hamlets home birth team.
- Three members of the MVP now have honorary contracts in place and will be working with us across our maternity services.
- GM and DHOM have met with Health Watch and Maternity Mates.
- We continually discuss other forums and means of reaching out to local communities for training.



5) Staff Wellbeing

- Staff survey sessions have been held and facilitated in conjunction with our Organisational Development team.
- Wellbeing sessions have been arranged for staff with massages and aromatherapy treatments for the team kindly provided by our parent education team.
- Wellbeing Works programme is running with full action plan. We have held a dedicated away day for our Band 6 and 7's midwives with more planned and a similar event for admin and medical staff.
- Joint teaching sessions arranged for clinicians and midwifery teams with positive outcomes.



5) Culture

- There has also been a focus on Statutory and Mandatory Training, recognising that all staff need to be supported to achieve compliance.
- We ran a dedicated drop in day for all members of the division where they could receive 1:1 support to get logged on and complete the online training.
- In the following two weeks we saw the results and on the 8th December 2017 we reached an initial milestone of 90% compliance for Maternity Services.

RLH MATERNITY

90.87





Tweet

RLH Maternity
@RLHMaternity

Wellbeing day with masala room and fruit @NHSBartsHealth

JOIN OUR LIA CONVERSATION:

Improving the 6th floor

Barts Health NHS Trust

QUESTION
what we can do to really give our patients and their families an amazing birth experiences?

WHEN: 7TH JULY 2017
WHAT TIME: 11AM-1PM
WHERE: 6TH FLOOR

A Personal invite from:
Susanna Crowe - (Consultant Obs & Gyne)
Kelly Jupp - (General Manager),
Shahida Traying - (Maternity Matron),
Hussai Sesay - (Senior Midwifery Manager)
Mary Olusile - (Consultant Midwife)

Listening into Action

For more information, contact: petite.McQueen@bartshhealth.nhs.uk

vodafone UK 4G 10:41

Tweet

RLH Maternity
@RLHMaternity

Our amazing Parent Ed team Ann and Natasha are running a mindful wellbeing stall for staff to help de-stress @NHSBartsHealth @alhbirth

Tweet your reply



And then the news we had all been waiting for....

- Following a two day inspection in June 2017 we received a CQC report in October 2017 that we had been waiting for....

Ratings

Maternity and gynaecology

Requires improvement



And we acknowledge that there is still some way to go but we have a plan and a trajectory to keep us on track.

By the end of Q4 (March 2018)

Safe	Effective	Caring	Responsive	Well-Led
Green	Green	Yellow	Yellow	Green

By end of Q1 (June 2018)

Safe	Effective	Caring	Responsive	Well-Led
Green	Green	Green	Yellow	Green



Next stop.....

- Except.....there are no stops on this journey.....!!

Leadership team will continue to be visible



Complete the work outlined in our improvement plan

We will retain & develop our staff

Finalise and promote our strategy, aim and vision

Challenge behaviours that do not with the Trust values

Continue our engagement with external stakeholders

Act on the feedback from reviews and inspections

Improve and strengthen our governance processes



Next stop.....

- Except.....there are no stops on this journey.....!!

Respond to staff survey feedback



Lead our teams

Develop an action plan from the Wellbeing Works survey

Continue to teach and educate our teams

Service development

Launch 'Have a Happy Birthday'

Look to move the service to an outstanding position in terms of CQC rating

Learn lessons



And of course...



Continue the movement.....!

