

A picture of improvement: the story of St George's midwifery services



History.....

- HCC review 2007
- Culture
- Custom and practice
- Unrest around BME issues

Crisis

- Majority of investigations involved BME staff
- May 2010 – the letter
- Internal investigation
- More letters
- Further investigation
- No real resolution

What we did then...



- Careful programme
- Midwifery Futures
- Listening into Action
- Picker QIPP
- Lessons learnt and actions taken

Picker - Careful

- An organisation cannot function effectively without drive, enthusiasm and commitment from the leaders and staff within it. Essentially, valuing human capital is the key to transforming an organisation, ensuring that all staff have the right mix of challenge and support, including:
 - Relationships with peers and leaders
 - Tools & equipment to do the job
 - Development, appreciation & acknowledgement

Careful

- **COMMITTED:** Clear and consistent in pursuit of excellence. The 'first or best'
- **ACTIVE:** Flexible, efficient, well supported teams. Work together to solve problems.
- **RESPONSIVE:** Listen to staff, respond to needs & improve patient experience.
- **ENERGETIC:** Leaders work constantly to positively influence & energise staff.
- **FOCUSED:** Everyone sees beyond what is happening today and strives for goals.
- **UNIFORM:** The organisation is consistent & effective: right first time, every time.
- **LEADING:** A leading hospital knows where it stands. Being good at one thing makes everyone want to do more of it, to sustain that reputation.

Not enough....

- Problems with RCM reps
- New Director of HR
- External consultant

Midwifery Futures - Dialogues

- Midwifery Futures is a series of interlocking programmes and work streams that utilise the CAREFUL and Equality Delivery System (EDS) objectives and outcomes for staff
- Development and enhancing patient experience.
- MF philosophy of empowered, engaged and well supported staff focuses on the key elements of RESPONSIVE and ENERGETIC.
- We listen to patients & staff and behave well towards them, and the organisation ensures it employs and promotes the right people with the right behaviours.

Midwifery Futures

- The evidence base for implementation of this programme is derived from relevant data sets, reports, surveys, meetings, policies, interactive workshops, management priorities and staff feedback.
- BME Network launched on 26 March 2013.
- The facilitation model for Midwifery Futures aims to build collaboration, trust and cooperation amongst all stakeholders to enable the establishment of St George's BME Midwifery Advisory Group and Network Action Plan for 2013-14.

BME Advisory Group

- BME advisory group & midwifery management
- Involvement in recruitment
- Representing the trust/maternity service
- Representation on local maternity network
- BME service user forum
- Service improvement projects
- Advisory group have own strategy & action plan

Transformation

Transformation of maternity services

- Woman centred
 - Suits the needs of women, maximises continuity of carer, strong focus on improving experience
- Integration across the service
- Strong staff engagement
- Midwifery practice innovation

Leading to improvement in...

- Patient experience
- Patient safety
- Patient outcomes

- Staff engagement
- Recruitment
- Retention



Patient experience



Senior Midwife Leadership

A leadership package has been produced in line with IPR framework, RCM Midwifery competencies and the trust leadership framework.

Senior staff will undertake leadership rounds – specifically aimed at engaging with staff to find out what is going well for them, and identify barriers to performing well.

Our achievements

Awarded Baby Friendly Initiative stage two accreditation by UNICEF in January 2013; stage 3 assessment in March 2014

Recognition of commitment to the promotion of breastfeeding and support for mothers and the well being of our families.

Achievement of level 3 for Clinical Negligence Scheme for Trusts (CNST)

This demonstrates that we met the rigorous standards for the effective management of risk.

Maternal Request Caesarean Section

Pathway introduced, information for women produced and 'birth talks' midwifery service implemented in line with NICE guidance. Will be shared across the maternity network.

CQC 2014 Outstanding care



Sustainability



- Improvement projects
- Continue to 'hear the voice of women'
- Sharing learning across the UK and abroad
- Maternity network
- Developing world class specialist services: fetal monitoring, maternal and fetal medicine, high risk pregnancy care
- Promoting normal birth and women's choices
- Fit for the future: Caesarean section pathway, counseling, perinatal mental health, increasingly diverse population
- Value and invest in all our staff

Formal action

Year	No. of Disciplinarys	No. of Grievances
2011	7	0
2012	5	0
2013	2	1
2014	1	1

Next steps – maternity services

- Working through perceptions of fairness and continuing to build trust
- Including all professional groups
- Sustaining and supporting the leaders

Programme of unconscious bias workshops

More than 300 senior managers attended in 2014.

“...The workshops include presentations and exercises and very interactive. One of the exercises involves showing the group a series of photos of different people, and no other information about them. The trainer then asks the group to rate their reaction to the photos to see if we made assumptions about that person based only on their physical appearance. The trainer then revealed the history behind the photos and asked the group to re-evaluate their original opinion based on this additional information. The results are interesting! It shows how appearances can be deceiving and how we shouldn't judge on appearances.

Finally, the trainer asked the group to link what they had learnt to the trust values and asked them to reflect upon how they could be inclusive leaders in the organisation...”

Trust wide

- Adopting and embracing the requirements of the workforce race equality standard
- Newly formed St George's as One