

Appendix 1

Whittington Hospital Healthcare Commission Maternity Review Action Plan updated September 2008

Theme assessment Indicator	National Standards	HCC score	Lead	Objective/ Success criteria	Action	Progress to date / Traffic Light status	Time frame
<b>Clinical Focus</b> Does the Trust have strong processes & practices to ensure Maternity services are safe & effective?		2.875				RED Not met Amber partially met Green fully met	
1. Women not receiving NICE recommended number of antenatal appointments	Maternity Matters (2007) NICE Antenatal Care (2003)	2	Rachel Ambler <b>Consultant Midwife</b>  Logan Van Lessen <b>Matron</b>	1. To meet NICE recommended guidelines - particularly re midwifery contact first trimester.  To ensure that all women have access to a Midwifery/maternity services within the 1 <sup>st</sup> trimester. To ensure all late referrals are booked no later than 2 weeks post referral	1a. Publicise direct access to midwives  1b. Audit and develop actions from pilot on midwifery first point of contact  1c. NICE guidance on the number of appointments to be included in women's hand held notes/Trust maternity website	1 a. Both Islington & Haringey PCT s have agreed to promote midwives as first point of contact. Information included on Whitt Website  1b. Audit now completed including action plans  1c completed	1a. Commenced Sept. 2008  1b completed  1c. August

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				2. To promote the availability of maternity services to those least likely to access them.  To increase the number of women accessing midwives directly by 10%	2. To build on work ensuring visibility/accessibility of midwives in local community through engagement with children's centres and outside agencies that already have contact with women e.g. ethnic minority groups, drug and alcohol services.	2. Two community events staged in September promoting early contact  Direct self referral form available in Early pregnancy unit, A/E and Gynae assessment unit as well as on Website	2. Ongoing, working with PCT's to maintain the focus ie information in GP's , pharmacy etc
			<b>Haringey TPCT</b> Clare Felton <b>Islington PCT</b> Anna Stewart	3.PCTs to promote Midwives as first point of contact  % Increase of women seeing midwife as first point of contact	3.Work with PCTs to promote midwives as the first point of contact for pregnant women.	3. Both Islington & Haringey PCT s are actively promoting midwives as first point of contact. As above	3. Sep 08
			Logan Van Lessen <b>Matron</b>	4.To increase Antenatal capacity <ul style="list-style-type: none"> <li>All women to be seen by 12 wks gestation.</li> <li>Late bookers within 2 wks of referral.</li> </ul>	4a.Increase ante-natal clinic capacity by 3 rooms	4a. Clinic rooms on Semple ward now being used. Additional clinics in place	4.a Completed

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					<p>4b. Increase the capacity for antenatal care at the hospital by reviewing number of appointments in line with NICE.</p> <p>4c. Map current antenatal pathway</p> <p>4d. To increase number of antenatal appointments provided in the community by 50%.</p> <p>4d. Review staffing and development Business case as necessary</p>	<p>4b/c. ante-natal working group established &amp; developing plans for service improvement.</p> <p>4c completed</p> <p>4d. Mapping exercise of all community AN care sites commenced. Some Children's centres not yet open</p> <p>4.d 3 additional admin posts to commence Oct 08</p>	<p>4b/c Dec 08</p> <p>4d Feb 09</p>
5. Post Natal care of women and babies	NICE Postnatal Care (2006)	2	Jacqui Davidson <b>Matron</b>	1.To provide a safe, clean and comfortable environment for women, their baby and their family during postnatal stay.	1a. To improve the postnatal ward environment and capacity	<p>1a.Five transitional care beds opened 01.10.07</p> <p>1a.Plan in place to move postnatal care to upgraded ward. Tenders for work</p>	<p>Completed</p> <p>Oct 08</p>

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						<p>have been reviewed and contract being awarded</p> <p>1a. Service user survey results discussed with staff. Ongoing analysis of Service user views</p> <p>1a. Business case to appoint 5 WTE midwives approved from 1<sup>st</sup> April 08</p> <p>1a. User representation on Labour ward forum increased</p> <p>1b.Appointed 2 ward housekeepers in May</p> <p>1c. Monthly cleaning audits undertaken and action plans developed by Matrons</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>In place</p> <p>Anticipated completion in March 2009</p>

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			Logan Van Lessen <b>Matron</b>		1d.Long term plan to develop 5 bed Midwife led Birth unit supported by PCT	1d. Building to commence 6 Oct 2008,	Completed
			Maggie Thomson Consultant <b>Midwife</b>	2. To ensure women receive appropriate postnatal contacts following hospital discharge.	2a.To review number of post natal visits per woman	2a.Reviewed number of postnatal visits which confirmed appropriate contacts provided	
			Logan Van Lessen <b>Matron</b>		2b. To review staffing/skill mix. Develop business case to ensure staffing is fit for purpose	2b. Developing workforce model	Oct 08
					2c. To investigate community postnatal visits e.g. in Trust or Children's Centre	2.c. A number of postnatal clinics have been established in the community as new ones open will expand further	Sept 08
			Carolyn Paul/Sunita Rao <b>Consultants</b>	3.To reduce the number of babies readmitted with jaundice / dehydration at 2 days or more	3a.To audit number of babies readmitted with jaundice / dehydration at 2 days or more and develop action plan as appropriate	3.Audit is registered on Trustwide programme. Presentation of audit 25 September 08	Implementation Dec 08
6. Implementation of Mental Health NICE Guidelines	NICE antenatal and postnatal mental health (2007)	<b>2</b>	Haringey <b>TPCT</b> Claire Felton <b>Islington PCT</b>	1. To provide high quality of care for all women with additional needs including those with mental health problems	1a.Review services provided in neighbouring Trusts Engage in discussions re shared services	1a. Business Case for 1wte mental health liaison nurse to agreed funding by Islington PCT	Planning meeting 29 Sept 08

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			<p>Rachel Ambler <b>Consultant Midwife</b></p> <p>C &amp; I Mental Health Trust</p>	To enable Midwives to directly refer to Perinatal Psychiatrist	<p>1b.Mental health provider to develop a care pathway in conjunction with Whittington</p>	<p>1b.Consultant midwife participating in a sector wide review led by Camden and Islington Mental health Trust along with Camden &amp; Islington PCT's.</p>	In progress
						<p>1b. Pathway in place for urgent Mental health assessment of pregnant Women</p>	Finalise Oct 08
						<p>1b. Training sessions for midwives in progress</p>	Completed
			<p>Anna Stewart <b>Islington PCT</b></p>		<p>1c.Highlight to the PCTs the need for mother and baby beds to increase as per the review. PCT to audit and agree future needs In their commissioning role</p>	<p>1c. The action plan has been discussed with both Islington and Haringey PCT, however to date there has never been a shortage of these beds when required.</p>	Completed

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<p><b>Efficiency &amp; Capability</b></p> <p>Is there adequate funding to provide an acceptable service &amp; are management &amp; improvement processes women get the best care for the money spent</p>		2.556					
18. Integration of support workers		2	<p>Maggie Thomson <b>Consultant Midwife</b></p> <p>Rachel Ambler <b>Consultant Midwife</b></p>	<p>1.To utilise staffing resources effectively</p> <p>2. To ensure appropriate skill mix</p>	<p>1.Regular review of staffing/skill mix as birth rate increases to meet the needs of local women. Business case to be developed as required.</p> <p>2a.Develop role of midwifery support workers and training programme with Middlesex University</p> <p>2b. To evaluate impact of community maternity support workers</p> <p>2c To develop current HCA's to undergo Midwifery Support Worker training programme.</p>	<p>Completed birth rate plus in 2007.</p> <p>Increased number of midwifery posts – October 2007 and April 2008</p>	<p>Annual review</p> <p>Completed</p> <p>Completed</p> <p>Dec 08</p>

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					2d To ensure expansion of workforce in line with increased activity includes support workers	<p>2a. Training programme completed</p> <p>2b. Independent audit</p> <p>2c. Invitations to apply for MSW training has gone out.</p> <p>2d. MLBU business case has included support workers in staffing model and support worker post for maternity day unit approved</p>	Ongoing
20. Delivery of Hosp. based Antenatal care.	<p>Maternity Matters (2007)</p> <p>NICE Antenatal Care (2003)</p>	<b>2</b>	<b>Islington PCT Haringey TPCT</b>	1. Reduce number of antenatal admissions inline with national standards	1.Audit reason for high antenatal admission rates and develop action plan. Work with PCT to develop alternative models of care	<p>1a.Action plan in place following internal audit and plan to pilot w/e opening of maternity day unit in Nov.</p> <p>1b.Plan for Islington PCT to undertake 2 audits in 08/09</p>	<p>Completed</p> <p>Oct 08</p>



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			Vibha Ruperila <b>Consultant</b>		2.Review extending opening hours of Early Pregnancy Unit (EPU) & Gynae Assessment Unit (GAU)  3.Long term plan for 24hour maternity assessment unit including GAU/EPU	2.Explored whether interim plan possible but currently will pilot w/e opening of MDU first  3.Developing option appraisal for Maternity services development. Business case currently being drafted	Feb 2009  Oct 2008
22. Appropriate involvement of Obstetricians and Midwives in antenatal care.	Maternity Matters (2007)  NICE Antenatal Care (2003)	<b>2</b>	Logan Van Lessen <b>Matron/</b> C.Biswas <b>Consultant obstetrician</b>	To ensure multi professional decision making with full involvement of the woman and her family in care planning – promote midwifery led care, where appropriate	Develop the antenatal care pathways (low, medium & high) based on current evidence and guidelines to ensure safe journey for mother and baby through pregnancy. This will be done as one process.  Audit consultant appointments to ensure appropriateness	Exploring 3 antenatal care pathways used in other units around UK, assess suitability for our users and pilot effectiveness  50 % of care is midwifery led, need to improve accuracy of IT data collection. The new Maternity IT System plan to go live in Sept 08 will demonstrate this	Dec 08  Sept 08
24. Homeliness of delivery rooms	Maternity Matters (2007)	<b>2</b>	Ros Basri <b>Matron</b>	1.To ensure environmental standards achieved	Labour ward refurbishment programme in place	All 8 delivery rooms have been decorated and floors re-laid. Toilets and bathrooms	Completed

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						refurbished. The remaining work is due to finish 6 October.	Early Oct 08
					Development of Midwifery Led Birth unit	Work commences 6 Oct 08	March 09
25. Women's views Cleanliness of delivery & postnatal areas		<b>2</b>	Ros Basri/Jacqui Davidson <b>Matrons</b>	1.To ensure environmental standards achieved	1a.Weekly cleaning audit by ward housekeeper with the FSA Supervisor  1b.Monthly cleaning audits and action plans by matrons	1a. Remedial action plans in place Housekeeping ward SLA in place appointed 2 ward housekeepers in May  1b. Monthly audit by Trust Matrons is being undertaken on Mondays  1c. Women's survey in place	Completed  Completed

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<p><b>Women centred care</b></p> <p>Are women informed counselled &amp; supported to ensure that they have a positive maternity experience?</p>		2.375					
9. Average time between 1st contact and booking	NICE Antenatal Care (2003)	1	<p><b>Islington PCT</b></p> <p><b>Haringey TPCT</b></p> <p>Rachel Ambler <b>Consultant Midwife</b></p> <p>Logan Van Lessen <b>Matron</b></p> <p>Chandrima Biswas <b>Consultant</b></p>	1. To ensure that all women have access to a Midwifery/maternity services within the 1 <sup>st</sup> trimester. To ensure all late referrals are booked no later than 2 weeks post referral	<p>1a. Refine Choose and Book to ensure early scanning is offered via GPs</p> <p>1b.Improve information on Trust website</p> <p>2. Review pathway and redesign services based on findings, action plan would be updated accordingly</p>	<p>Direct referral coming in now and allowing early booking</p> <p>Engagement with children's centres already well under way. Continuous external liaison through Consultant midwife in public health.</p> <p>2. Mapping completed on referral process</p> <p>Action plan developed</p> <p>Implementation</p>	<p>Ongoing</p> <p>Completed</p> <p>October 08</p>

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10. Choice & continuity for Ante Natal care.	Maternity Matters (2007)  NICE Antenatal Care (2003)	2	Logan Van Lessen <b>Matron</b>       <b>Islington PCT</b> <b>Haringey TPCT</b>	1. To ensure that all decisions about place, caregiver and frequency of Antenatal appointments are done in partnership with women.	1a. Implementation of Antenatal care pathway to ensure women are informed of choices.	1a. Women are given choice about place of antenatal care within the limits of the service & available venues.	Completed
					1b. Highlight limited advocacy services in community hinder midwives from providing care for women who do not have English as their first language to PCT.	1b. This was highlighted to PCT commissioners at the multi-disciplinary CEMACH meeting 6 May 08. Current system involves ability to book sessional interpreters and Language Line however community advocacy is limited.	May 08
					1c. Continue plans to place small groups of Midwives in Children's centres,	1c. midwives are present in all Children's centres	Dec 08
				2. All women receive care from a small group of Midwives (2-3) to ensure maximum continuity of care Antenatal & Postnatal	2. Monitor continuity of care antenatal & postnatal and implement service redesign to achieve this objective following review. Action plan will then be developed.	2a. Reviewing present system of integrated Midwives covering community & Hospital.  2b. Barnet PCT Leading working group on patient flows	Feb 09  Oct 08

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11. % of women offered informed choice for Antenatal screening	Maternity Matters (2007) NICE Antenatal Care (2003)	2	Angela Dietrich <b>Screening Co ordinator</b> Pat Whyte <b>Specialist Midwife Advisor</b>	To ensure that all women attending for Ante Natal care are fully informed about their choices for tests & scans. This is to be monitored by monthly audit. Target is 100% of eligible women consented for screening.	1a. To involve users in a review of how information is presented & in partnership introduce more user friendly information in a variety of formats.	1a. Written information available regarding Down's Screening Staff informing Women of right to decline tests A Service user has been recruited to review information leaflets  Trust has a marketing/communication strategy	Completed
					1b. To offer early pregnancy groups for women & their partners to discuss choices re tests & scans including their right to decline.	1b. All women offered scanning /screening are required to give signed consent	Completed
12. % of women attending NHS Ante Natal classes who want to.	Maternity Matters (2007) NICE Antenatal Care (2003)	2	Logan Van Lessen <b>Matron</b>	To increase availability of antenatal classes	1a. To involve users to determine the best format for antenatal classes. To evaluate after each group of classes (as per Patients/user involvement strategy)	1a. Antenatal classes are currently held in hospital, health centres and children's centres. Increased extra 12 classes /year for out of area women	Completed



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skin care and feeding).			Maggie Thomson <b>Consultant Midwife</b>	feedback survey Staffing ratio to meet Birthrate Plus recommendations	<p>1b.To review community Midwifery staffing levels and number of visits to Women</p> <p>1c. To review skill mix to ensure better use of other caregivers e.g. maternity support workers.</p> <p>1d. To explore more effective use of community resources for Post Natal support groups.</p> <p>1e. To build on existing successful breast feeding support groups.</p>	<p>1.b Postnatal drop in clinics being piloted</p> <p>1c. Maternity support workers are already working successfully with community Midwives Plan in place to introduce Nursery nurses into the postnatal ward establishment</p> <p>1d. Identified Midwives fully engaged in children's centres and working across professional boundaries to ensure women get appropriate care.</p> <p>1.e Postnatal support midwife in post providing help with baby care and feeding. Launched sector wide breastfeeding policy</p>	<p>Aug 08</p> <p>Dec 08</p> <p>completed</p> <p>completed July 08</p>

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			Jacqui Davidson <b>Matron</b>		1f. Ensure that Postnatal care pathway are completed in partnership with every woman  1g. Understand what women want-develop questionnaire/focus group	1f. Development of Post Natal care pathway in progress  completed and changes implemented	Completed