

Pillars of Change & Improvement Update

The information contained within this document will cover three areas:

1. Pillars of Change Update

The update relates to the progress that has been made on the implementation of the actions that formed the building the foundations stage of the overall Pillars of Change response to the reading the signals report. These actions to be taken in the first six months had a strong focus on process and procedures and, on the whole are showing good progress. These are the things that we said we would do that will support longer term, sustainable improvement.

2. Your Voice is heard dashboard

This dashboard is generated with direct feedback from the users of the maternity service. Key points to note are 93.2% of women stated they were happy with their care in labour. 86.7% of those asked stated they would be happy to return to EKHUFT.

3. Performance Dashboard

As part of the integrated improvement plan a suite of metrics were included for monitoring that included the maternity service. The performance contained in this report is reflective of the position in April 2023.

1. Pillars of Change Update

The Pillars of Change were developed in response to the reading the signals report. The Pillars of Change cover the key areas for action included in the Reading the Signals Report. They cover the practical steps the Trust has already begun to put into place and include the further work to be delivered over the next three years. The first phase of action was to build the foundations in the first six months. Below are the progress updates for the Building the Foundations stage.

Pillar 1 - Reducing Harm and Safe Service Delivery

Action	Progress Update	RAG Status
Eliminate the backlog of SI Investigations and achieve compliance going forward	SI backlog now cleared. The Serious Incident Policy, SI Declaration Panel and SI Investigations Panel Terms of References are all under review, due for completion by end February. Revised TOR for the SI Declaration Panel function and membership was approved at CEMG in March 2023. A further review of the SI Investigations Approval Panel is nearing completion, this will ensure high quality SI reports being produced and approved thus preventing undue delays.	Green
introduce the new complaints process to ensure transparency and candour in our responses	25/05/23: The revised complaints process is in place. A self assessment against the PHSO Complaints Standards (December 2022) is now underway and will identify any further action that may be required to ensure that the Trust is compliant with these standards. This review will also incorporate alignment with the Duty of Candour process. Training for the Corporate and Care Group staff that manage the complaints process has commenced with further training planned.	Green
Refocus to We Care for winter	The We Care programme was refocused during the winter period. A review has been undertaken of the We Care programme, Pillars of Change and the Integrated Improvement Plan to bring the improvement programmes into a single framework. The We Care framework for governance, oversight and delivery of the improvement programmes including the Pillars of Change.	Green

commence the pilot 'Calls for concern' (Ryan's Rule) to support patients of any age, their families and carers, to raise concerns if a patient's health condition is getting worse or not improving as well as expected

The Pilot has been planned at WHH site. The Patient information team has produced the leaflet for relatives of patients. This will be reviewed by the staff and patient panels.

Amber

Pillar 2 – Care and Compassion

Action	Progress Update	RAG Status
We will pilot 'Civility Saves Lives' in maternity, a programme to eliminate rudeness and incivility, which has been shown to have a positive impact on patient care	First session completed 28th March 2023, second session was agreed for end of April to give eight weeks notice for consultant job plans.	Green
Re-state the Trust Values	Staff engaged in discussions about values, staff survey and how it feels to work here at Team Brief and Staff Forum. Refreshed induction. Values prominent on sites with new posters/banners and in all internal and external communications. Appraisals include guided discussion on values.	Green
Establish a formal programme of engagement and listening with all Maternity staff	Formal programme implemented	Green
Introduce a simple tool to assist staff to challenge poor behaviours	The people strategy and inclusion promise provides the structure that will deliver a positive culture for the organisation including the ability to challenge poor behaviours. Both the people strategy and inclusion promise are in place.	Green
Share and actively engage on the 'Importance of Caring' video	Film launched and engagement with staff through meet the team sessions held in Dying Matters Week in May 2023. Included in internal and external communications, shared with other Trusts who have asked to use it. Film will be incorporated into mandatory training for all staff, recorded through ESR. Film focusses on compassionate care and the role of every member of staff at all levels.	Green
Implement the Inclusion & Respect Charter	Charter shared and promoted by staff experience team, discussed in CEMG in Jan 23 with clear call to action to use with staff. Charter included in working well together booklet printed and online and in Our Journey newsletter, distributed to all wards and departments.	Green
Reinforce our Professional Clinical Standards and build those standards into work contracts, co-produced with our staff	Clinical standards agreed and published on staff zone, CEMG asked to share and discuss with staff (Jan 23)	Green

Pillar 3 – Engagement, Listening and Leadership

Action	Progress Update	RAG Status
We will revise our Trust-wide Communications and Engagement Strategy and deliver a communications and engagement plan consistently to reinforce the messages from Reading the signals	Refreshed strategy incorporates learning from RTS and actions within pillars of change and published February 2023. Updates on plan sent to Board and Governors quarterly. Patient Voice and Involvement Team and EDoC&E working with RTS Oversight Group on engagement with families in community settings. Monthly themed programme of engagement with staff and communications to public and stakeholders, links to IIP.	Green
Continue the Cultural and Leadership Programme focus in maternity (and review effectiveness).	Trust CLP Programme Director appointed. CLP continuing in maternity supported by local OD Business Partner. Effectiveness due to be reviewed as part of development work for trust wide programme.	Green
Develop our Leadership Behavioural Framework	Framework developed and incorporated into the development programme.	Green
Start the Leadership programme for team leader, first line, middle manager	Programmes underway and initial cohorts for first line leader delivered with positive feedback. These have been supported by the design team sponsored by NHSE. Delivery as part of suite of leadership offers to staff.	Green
Introduce a mandatory Team Brief	Team brief started January 2023, held monthly.	Green
Establish junior doctor group on each site.	First junior doctors forum undertaken and supported by CMO and CEO.	Green

Pillar 4 – Organisational Governance Development

Action	Progress Update	RAG Status
We will continue oversight of the Maternity Improvement Programme through the Maternity and Neonatal Assurance group	The MNAG group is meeting monthly with a reporting line directly into the Quality Committee. A comprehensive maternity dashboard provides the medium through which the agreed qualitative metrics are overseen	Green
Revise the organisational structure of the Trust	The consultation on the proposed operational structure is underway and concluded on the 16th May 2023. Full implementation of the revised structure is expected to be completed by August 23 at the latest.	Green
Achieve compliance with training in the Duty of Candour and its use	The Trust is compliant with applying the Duty of Candour (DoC) 100% of the time. The opportunity is being taken to undertake a review of the application of the DoC process and is due to be completed by 31/07/23. The outputs from this audit will be used to inform the content and delivery model of the future training plan for the application of the statutory Duty of Candour, due to roll out 30/09/23. This will run in parallel with the Culture and Leadership Programme .	Green
Undertake an external diagnostic on Board effectiveness	Following changes at board level, with a number new appointments, the action will be reviewed with a potential emphasis on the development of the board.	Amber

Pillar 5 – Patient, Family and Community Voices

Action	Progress Update	RAG Status
We will establish a Reading the Signals Oversight Group to include representatives from patients and families as well as our Council of Governors	The oversight group has started with two meetings held to date, involves families and family representatives. Further work is underway to agree what will be reported and presented at the June meeting. Further engagement with families in community settings being arranged.	Green
Implement a Patient Participation Group which is fully inclusive, with a patient representative as joint chair	The group has been implemented.	Green
Expand Your Voice Is Heard to include a process for women to feel safe raising concerns, co-produced with families	First project meeting held in March 2023.	Green
Conduct case reviews for families where required and be clear on the process	The process for case reviews is now in place and the first case is in the process of being reviewed.	Green
Lay chairs appointed to consultant appointment panels	All consultant interview panels now have a lay chair as lead of the panel.	Green

2. Your Voice is Heard Dashboard

The organisation has a 'Your Voice is Heard' dashboard which shows the current position across a range key lines of enquiry and this updated on a monthly basis. The dashboard below provides the summary for the responses received in April:

Response rate: 68.2%

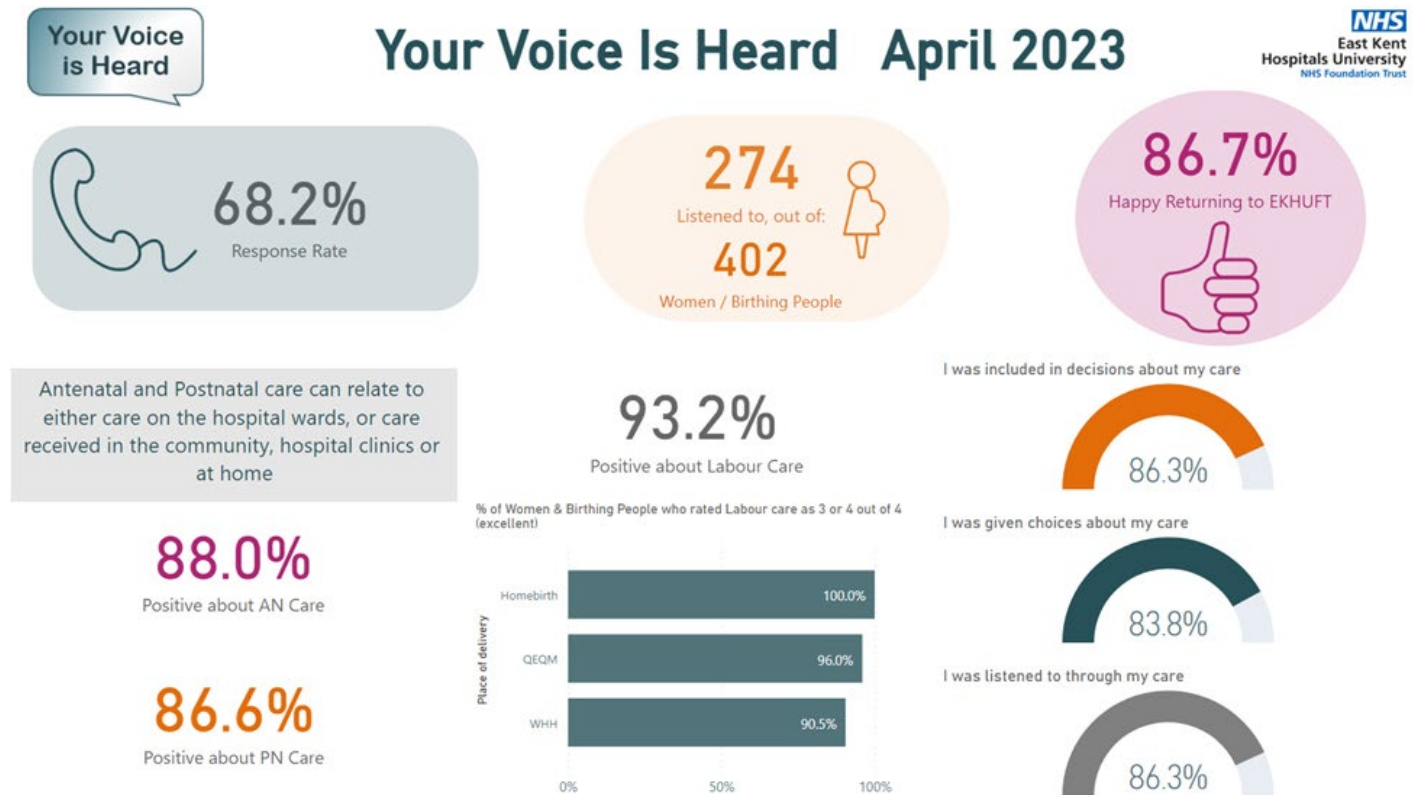
274 out of 402 women/birthing people listened to

Positive about AN care: 88.0%
 Positive about PN care: 86.6%
 Antenatal and Postnatal care can relate to either care on the hospital wards, or care received in the community, hospital clinics or at home.

Positive about labour care: 93.2%
 % of women and birthing people who rated labour care as 3 or 4 out of 4 (excellent)

Place of delivery:
 Homebirth: 100%
 QEQM: 96.0%
 WHH: 90.5%

Happy returning to EKHUFT: 86.7%
 I was included in decisions about my care: 86.3%
 I was given choices about my care: 83.8%
 I was listened to through my care: 86.3%



3. Improvement Metrics Dashboard

In line with the integrated Improvement Plan and number of key metrics to be monitored have been agreed and will be represented in the Integrated Improvement plan dashboard. Below is the current dashboard demonstrating performance against the agreed metrics:

KPI	Thres.	Latest date	Value	Variation	Assurance	LCL	Mean	UCL	Understanding the latest position
Serious incidents maternity	Sigma	Apr-23	4 Green	Common cause (no significant change)	Variation indicates inconsistently hitting, passing and falling short of the target	-3	3	9	Common cause (no significant change)
Maternity incidents moderate/severe	Sigma	Apr-23	0 Green	Special cause of improving nature or lower pressure due to lower values	Variation indicates inconsistently hitting, passing and falling short of the target	-3	2	8	Special cause of improving nature or lower pressure due to lower values
Maternity complaints	Sigma	Apr-23	12 Red	Special cause of concerning nature or higher pressure due to higher values	Variation indicates inconsistently hitting, passing and falling short of the target	-2	6	13	Special cause of concerning nature or higher pressure due to higher values
Maternity complaint response	90.0%	Apr-23	25.0% Red	Common cause (no significant change)	Variation indicates inconsistently hitting, passing and falling short of the target	-31	47	125	Common cause (no significant change)
Extended Perinatal Mortality	5.87	Apr-23	4.62 Green	Special cause of improving nature or lower pressure due to lower values	Variation indicates inconsistently hitting, passing and falling short of the target	4	5	6	Special cause of improving nature or lower pressure due to lower values
FFT Maternity Response Rate	5.0%	Apr-23	10.3% Green	Special cause of improving nature or lower pressure due to higher values	Variation indicates inconsistently hitting, passing and falling short of the target	3	9	14	Special cause of improving nature or lower pressure due to higher values
FFT Maternity Recommended	90.0%	Apr-23	92.7% Green	Common cause (no significant change)	Variation indicates inconsistently hitting, passing and falling short of the target	83	91	100	Common cause (no significant change)

FFT Maternity (IP) Recommended	90.0%	Apr-23	94.9% Green	Common cause (no significant change)	Variation indicates inconsistently hitting, passing and falling short of the target	82	92	103	Common cause (no significant change)
Maternity Engagement Score	6.90	Apr-23	5.87 Red	Special cause of concerning nature or higher pressure due to lower values	Variation indicates consistently falling short of the target	6	6	6	Special cause of concerning nature or higher pressure due to lower values