



MATERNITY IMPROVEMENT PROGRAMME
HIGHLIGHT REPORT – Programme Plan
Quality of Leadership & Management

Completed by:	Tarek Allouni Kath Doughton	Reporting period:	June 2020
Date Completed:	13/08/2020	Next Review Meeting:	11/08/2020
Current status:	Headlines:		

- Recommendations with supporting evidence for consideration at IMSOP evidence review meeting on 3rd August & 11th August 2020.

Key Achievements This Quarter	Project Plan: Proposed Achievements Next Quarter																											
<p>RCOG Recommendations verified by IMSOP Panel:</p> <table border="1"> <thead> <tr> <th>RCOG Rec</th> <th>Work stream</th> <th>Verified at Review panel</th> </tr> </thead> <tbody> <tr> <td>7.15</td> <td>QLM</td> <td>Pending</td> </tr> <tr> <td>7.18</td> <td>QLM</td> <td>12/08/2020</td> </tr> <tr> <td>7.22</td> <td>QLM</td> <td>Pending</td> </tr> <tr> <td>7.29</td> <td>QLM</td> <td>03/08/2020</td> </tr> <tr> <td>7.30</td> <td>QLM</td> <td>12/08/2020</td> </tr> <tr> <td>7.32</td> <td>QLM</td> <td>12/08/2020</td> </tr> <tr> <td>7.34</td> <td>QLM</td> <td>Pending</td> </tr> <tr> <td>7.37</td> <td>QLM</td> <td>03/08/2020</td> </tr> </tbody> </table>	RCOG Rec	Work stream	Verified at Review panel	7.15	QLM	Pending	7.18	QLM	12/08/2020	7.22	QLM	Pending	7.29	QLM	03/08/2020	7.30	QLM	12/08/2020	7.32	QLM	12/08/2020	7.34	QLM	Pending	7.37	QLM	03/08/2020	<p>The following RCOG recommendations and supporting evidence will be the focus for the next reporting period August 2020 to February 2020:</p> <p>7.8, 7.17, 7.35, 7.42, 7.44, 7.45, 7.56</p>
RCOG Rec	Work stream	Verified at Review panel																										
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Slippage and remedial action	Issue or concerns																											
Rec 7.8 –Leadership programme and job planning currently suspended due to Covid 19	Job plans, appraisal, PDR’s are currently on hold due to covid 19;																											

Good news stories:
<ul style="list-style-type: none"> • Recruitment has been successful at both Consultant and Middle Grade levels, with several appointments waiting start dates. • Leadership roles have been embedded and leads are fulfilling their roles. • Role descriptions and responsibilities have been written • Team ethos and flexibility and morale during COVID 19 pandemic to change and continue to deliver services, whilst also improving service and delivering the programme. New ways of working were rapidly developed to enable more remote working. • Change to the Organisation SI Toolkit to ensure reflection by individuals involved.

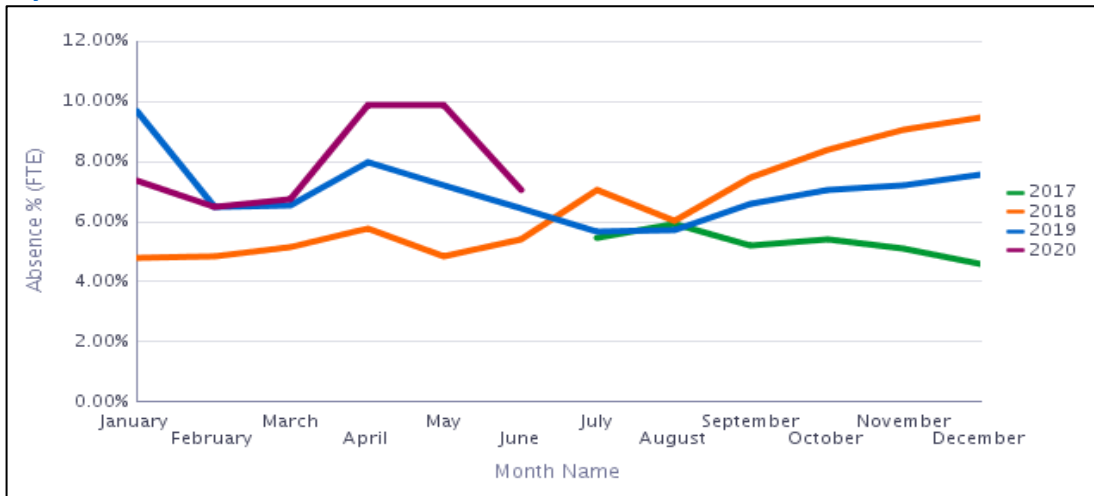
Self-Assessment Against Maturity Matrix
The Health Board is able to evidence <u>early progress</u> against the maturity matrix:
<ul style="list-style-type: none"> ✓ The health board monitors staffing levels and takes action to address shortfalls. ✓ The health board has a plan to improve recruitment and retention.

- ✓ Training compliance and PADR/appraisal rates are monitored. There are plans in place to improve compliance. There is evidence of an increase in the number of personal development reviews undertaken across the service. With initial feedback positive in regards to the new discussion format.
- ✓ There is evidence that the plan to improve the quality of management and leadership is accepted and endorsed by maternity services staff and staff side representatives

Obstetrics & Gynaecology Directorate Bespoke Mandatory

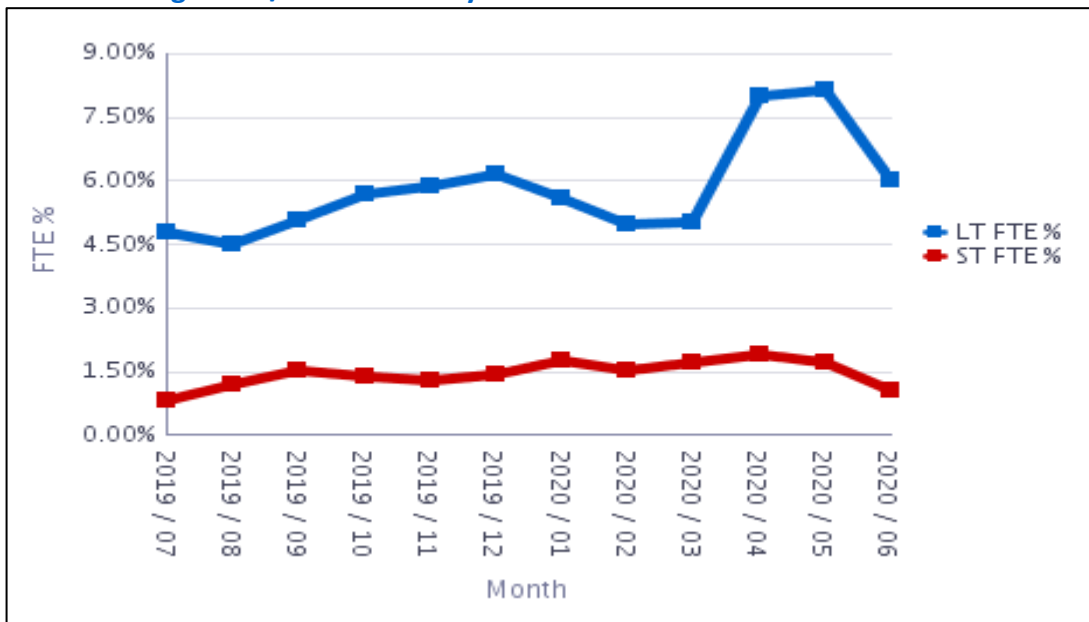
Sickness - The data provided is from July 2019 to June 2020.

3-year Absence % Trend



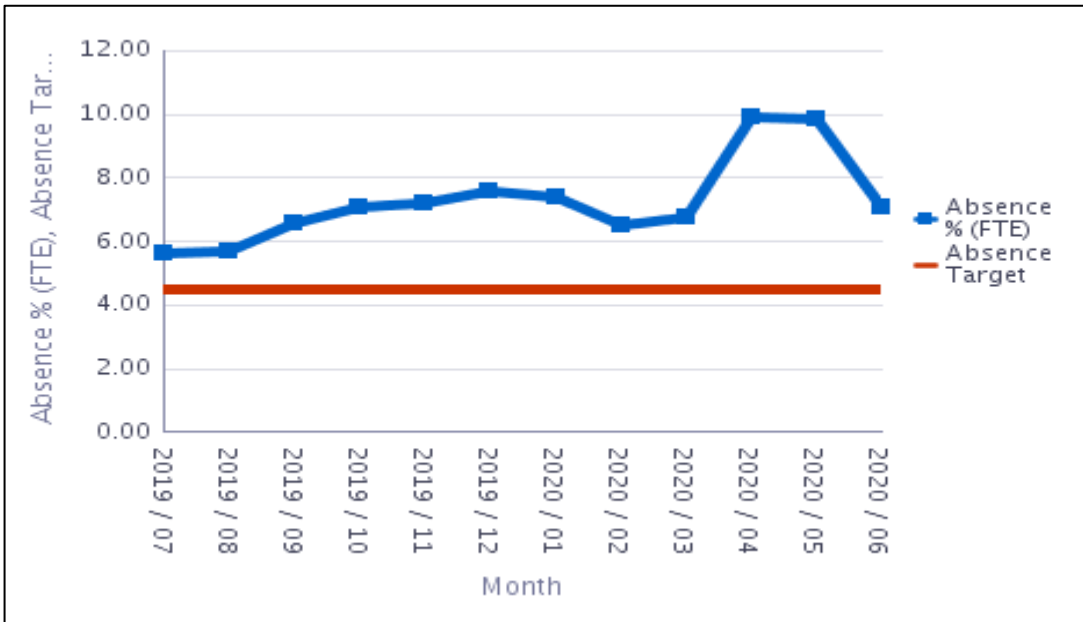
The three year absence trend chart shows that initially in 2020 the sickness rate had reduced significantly from the previous year but then there is a spike from March to May which is when Covid hit, this is now gradually reducing with services going back to the new normal. Sickness is managed very well by the managers on the ground with support from the HR team when appropriate.

Absence Long Term / Short Term by %



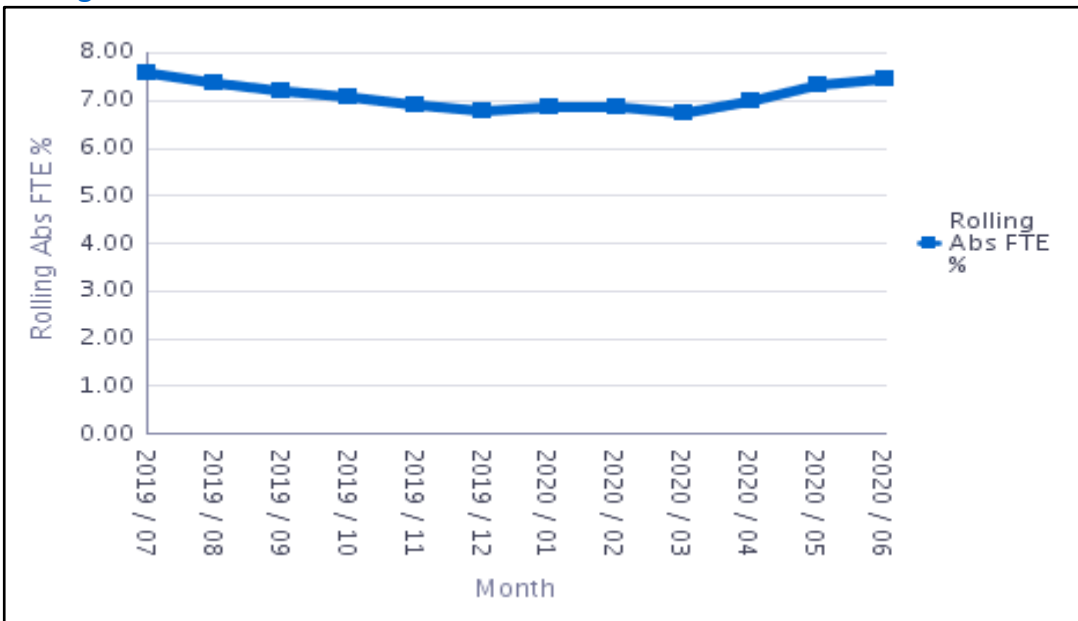
The STS within the service has always been very low, the concern has always been with LTS. This however is being managed by the service, with all staff being met with regularly and supported to return to work appropriately. Over the last three months we have seen LTS increase again but this was due to Covid 19 and can see that this is reducing month by month as staff return to work.

Absence % Timeline



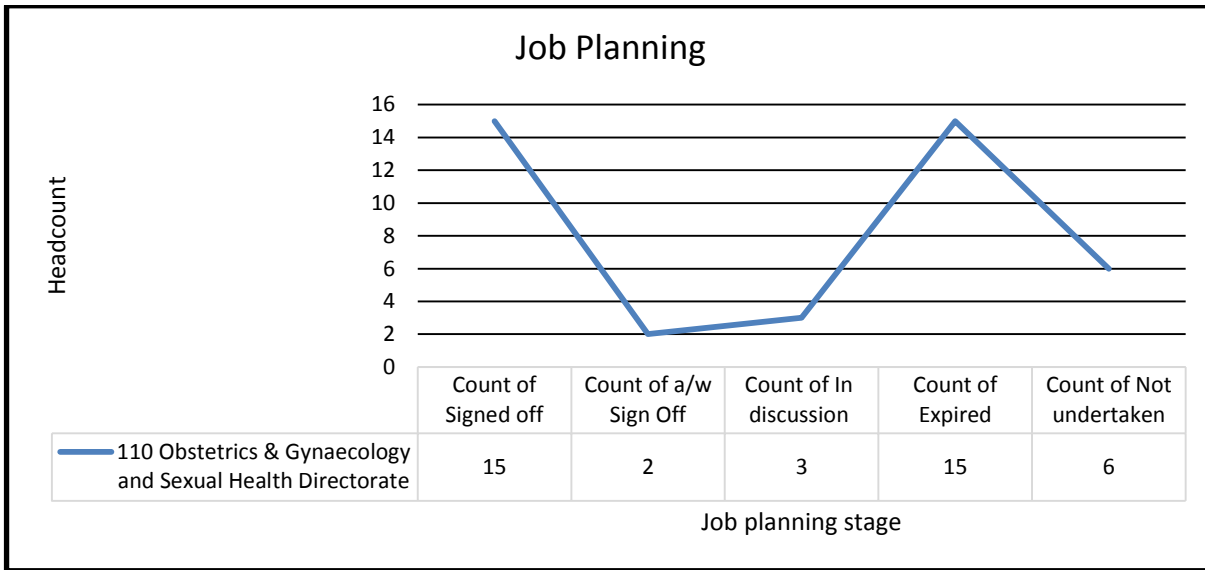
Although the absence in the service is higher than the absence target, this has reduced from previous years and obviously as discussed previously is higher in 2020 due to Covid.

Rolling Absence % Timeline

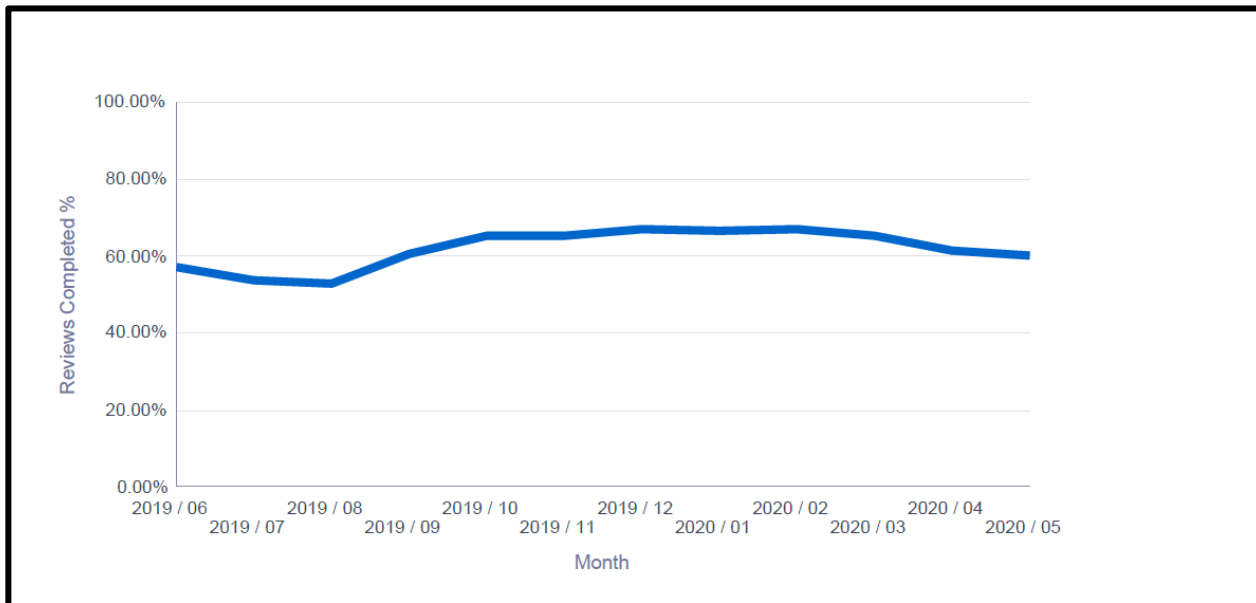


Progress has been made throughout the year on reducing the sickness absence, however due to Covid this has now increased slightly. Work is ongoing to look at sickness absence and support staff to return to work.

Job planning: With a Headcount of 41, there are 15 job plans that have been signed off with 15 that have expired. The directorate are working with the relevant parties to plan and review all job plans that have not been signed off.



PDR Compliance



PDR compliance remains around the 60% mark and has done for over 12 months. The work on PDR compliance requires further investigation, previously when looking into this issues with PDRs it appeared that not every manager inputs the PDR compliance into ESR which would then explain why the rate is not where we would want it to be. This is part of a wider piece of work that is required to train managers on PDR's and also how to input into ESR. PDR's also need to be a useful and meaningful undertaking and both managers and staff need to be clear on the process and the benefits that can be gained from it.

Leadership and Management Programme

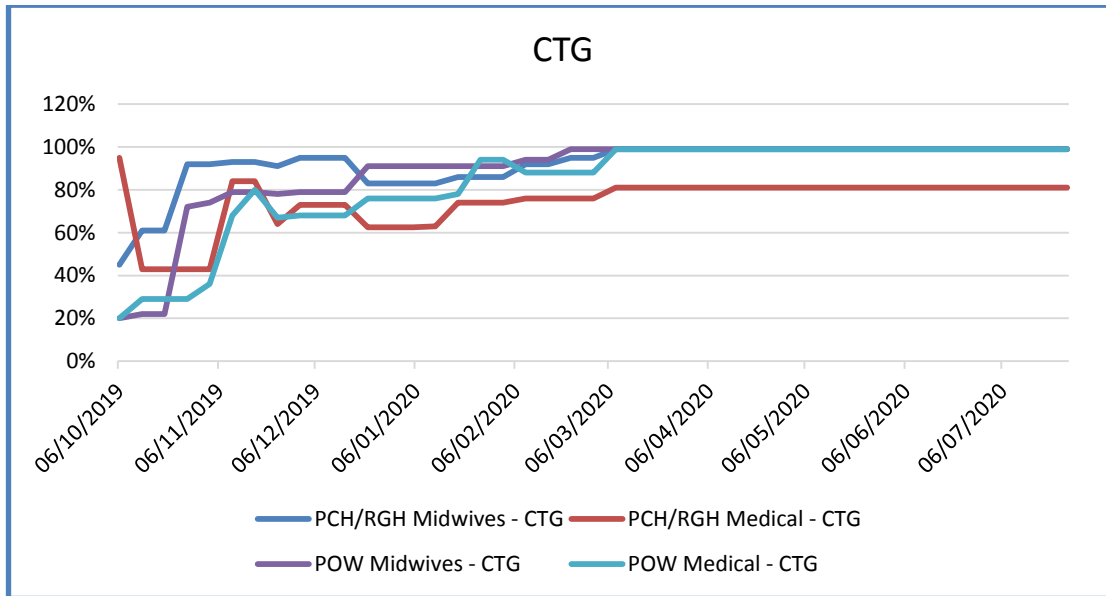
The Band 7, Senior Midwifery and Consultants leadership programme unfortunately had to be postponed due to Covid 19. However, we can confirm that one cohort of band 7's finished the programme and the remaining cohorts have a small number of sessions left as detailed below: -

Event	Duration
Leadership Support for Band 7 Midwives Cohort 1 ALS 2	0.5 day
Leadership Support for Band 7 Midwives Cohort 2 ALS 1	0.5 day
Leadership Support for Band 7 Midwives Cohort 2 Module 2	1 day
Leadership Support for Band 7 Midwives Cohort 2 ALS 2	0.5 day
Leadership Support for Band 7 Midwives Cohort 5 ALS 2	0.5 day
Leadership Support for Consultants, Cohort 1 team coaching session 2	0.5 day
Leadership Support for Consultants, Cohort 1 team coaching session 3	0.5 day
Leadership Support for Consultants, Cohort 2 team coaching session 2	0.5 day
Leadership Support for Consultants, Cohort 2 team coaching session 3	0.5 day
Leadership Support for Consultants, Cohort 3 Module 2	1 day
Leadership Support for Consultants, Cohort 3 team coaching session 2	0.5 day
Leadership Support for Consultants, Cohort 3 team coaching session 3	0.5 day
Leadership Support for Consultants, Cohort 4 Module 2	1 day
Leadership Support for Consultants, Cohort 4 team coaching session 2	0.5 day
Leadership Support for Consultants, Cohort 4 team coaching session 3	0.5 day
Leadership Support for Senior Midwifery Staff Cohort 5 Module 2	1 day
Leadership Support for Senior Midwifery Staff Cohort 5 team coaching session 2	0.5 day
Leadership Support for Senior Midwifery Staff Cohort 5 team coaching session 2	0.5 day

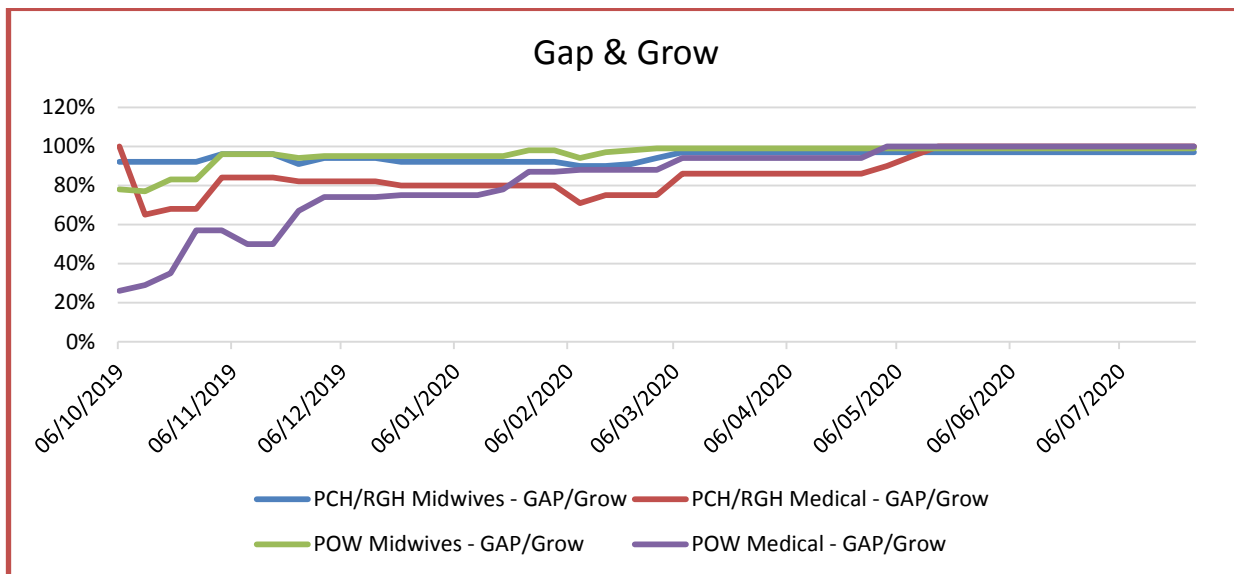
The programme will be picked up from approximately October to finish the sessions, although some sessions can be done virtually and these may be picked up before hand to help staff progress. The work on emotional intelligence will need further thought as not very many staff in maternity services attended the initial sessions. Further discussions are taking place on this and a way forward to provide this support to staff.

Training compliance:

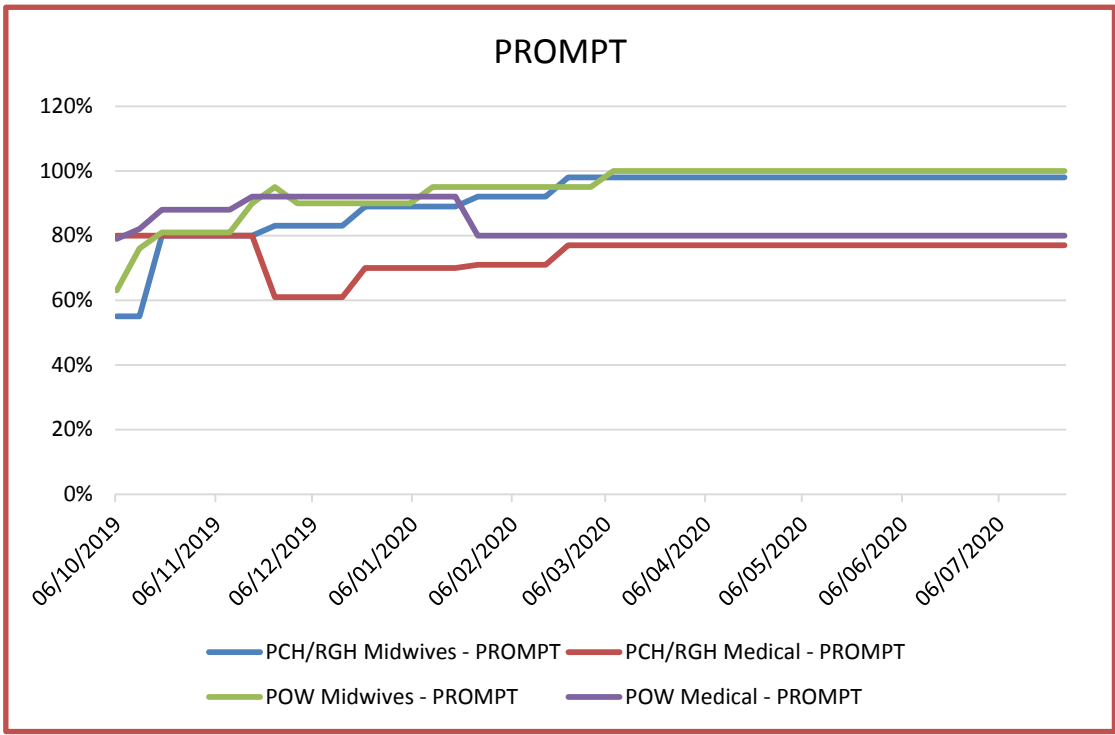
Although training had to be paused in April officially due to the COVID 19 Global pandemic. The Service has continued training and education in the following ways:



CTG – Online training package was implemented to maintain skills and staff were encouraged to attend the clinical incident reviews for learning. Small groups will begin physical training from September onwards.



Gap & Grow – Training continues via an online package.



Prompt – Skills and Drills continued through September and full PROMPT will commence again in October, however there will be a 6 week lag time.