



**BETTER BIRTHS TOGETHER**  
**OUR STRATEGY FOR MATERNITY SERVICES**  
**AT MORECAMBE BAY 2016/2018**

**MUMS AND FAMILIES AT THE HEART OF EVERYTHING WE DO**

Better Births Together



University Hospitals   
of Morecambe Bay  
NHS Foundation Trust

## **Our Vision:**

Maternity Services at Morecambe Bay will provide, compassionate, high quality, evidence - based and safe maternity services that meet the needs and wishes of all women and their families.

We will achieve this by working as a multi-professional team with our communities to improve their, physical, mental, social and emotional health at all stages in their life.

Through this we will be able to support women and families to enter pregnancy and childbirth in the best of health and wellbeing.



## **Our Values:**

- We will treat all women and their families with kindness, dignity and compassion.
- We will care for all women and their families as we would wish to be care for ourselves.
- We will always do the right thing.

# INTRODUCTION

I am delighted to share with you our Better Births Together strategy for Maternity Services here at Morecambe Bay.

This strategy is intended to provide you with an update on our work to date and sets out our priorities for 2016-2018.

With increasing levels of complex births nationally, it is essential to improve experience and health for our women, their babies and families by improving health prior to conception, throughout the school years, during pregnancy, birth, postnatal, and early years' services.



As you know our Maternity Services at Morecambe Bay provide integrated Midwifery, Obstetric and Neonatal care, both in the hospital and community setting.

Good health outcomes for women, their babies and families is much more than the pregnancy itself and through Better Care Together (BCT), and by working together with our partners across public health, primary care, mental health, social care and with our commissioners, we have been working in collaboration to develop a truly integrated Maternity Service which incorporates all these elements.

This will support early access to public health services and maternity care with a strong focus on supporting women and their families to conceive a pregnancy at ultimate physical and emotional health, with the purpose of reducing unnecessary interventions throughout pregnancy and birth, and therefore leading to improved health outcomes for mother, baby and families.

After hosting a series of engagement events and workshops in Barrow, Kendal and Lancaster, it became clear there was a gap between what maternity services were available in south Cumbria and north Lancashire and what women wanted.

The result was to use this feedback to tailor our services to what women and families want, along with your professional view and contribution– and to involve them and you as much as possible. So far, this has resulted in women and their partners helping to write our maternity advice leaflets, job descriptions for new posts within our maternity department, shortlisting candidates for interviews and interviewing shortlisted candidates.

We now have dedicated bereavement midwives to offer support and expert help to anyone who suffers a tragedy during their pregnancy and we have successfully appointed to a new innovative role in maternity services in our safe active birth midwives, who will ensure women who have complex pregnancies for whatever reason can still have the childbirth experience they hope for.

I'd like to thank everyone of you who have worked with us on this strategy but particularly to our women and their families.

We have achieved a lot together in the last five years, all of which you should be extremely proud of but we know we will always have more work to do. I am confident we are moving in the right direction, leading by example to others, to learn, reflect, listen, truly hear and share to deliver compassionate, high quality, evidence-based and safer Maternity Services, across Morecambe Bay. We will always strive to meet the needs and wishes of all our women and their families.

**Sascha Wells, Director of Midwifery,  
University of Morecambe Bay NHS Foundation Trust**

# DEVELOPMENT OF OUR INTEGRATED MATERNITY CARE PATHWAY

We identified that there was no clearly defined integrated maternity care pathway for the Maternity Services across Morecambe Bay or indeed for partners across Lancashire North and the whole of Cumbria.

From April 2015 - March 2016, the maternity care work stream team has worked with key stakeholders to develop an integrated maternity care pathway, that clearly defines multi-agency working inclusive of public health and social care, and which identifies dedicated midwife-led units, and neonatal transitional care facilities, and which identifies the midwife as the lead professional for co-ordination and delivery of care to all women and families.

To date a series of nine workshops have been carried out with representatives from the organisations involved in Better Care Together (BCT).

## **These workshops were:**

- 1. Review of the current pathway and identify gaps**
- 2. Preconception**
- 3. Antenatal**
- 4. Midwife Led care**
- 5. Consultant led care**
- 6. Post-natal care**
- 7. Transitional care**
- 8. Public health**
- 9. Finalise the pathway/ Prioritise Projects**

Each workshop has had 30-40 representatives to ensure good involvement of all key stakeholders including service users, health visitors, midwives, obstetricians, GP, commissioners, public health, children and young people nurses, paediatricians, AHPs, leads for safeguarding and social care.

Through these workshops the current service has been reviewed, any gaps identified, and a Morecambe Bay Integrated Pathway designed.

A number of key projects have been identified to ensure the pathway is implemented. The main projects from these workshops were:

- **Development of an interactive care pathway that can be personalised for every woman across Morecambe Bay,**
- **Mobile working and electronic record keeping for community midwives,**
- **Improving communication and information sharing between all health and social care professionals especially primary care , Maternity Services and service users,**
- **Continuity of Carer / case loading midwifery pilot,**
- **Improving public health across the pathway including breastfeeding and mental health,**
- **Increasing the choice of location for care (i.e. consultant clinics in the community).**

A final workshop was held on the 24th May 2016, with core membership of the Better Care Together Integrated Maternity Care work stream, with representation from each involved organisation.

The aim of this workshop was to prioritise the projects to take forward as part of Better Care Together 2016/17. In order to help inform this decision, outputs from three sources were considered:

- 1) The projects from the BCT integrated Maternity Care Workshops**
- 2) Outputs/ themes emerging from the service user and public engagement**
- 3) Better Births (2016) recommendations and gap analysis**





## SERVICE USER AND PUBLIC ENGAGEMENT

Since 2012, Maternity Services at Morecambe Bay have worked hard to gather service user experience feedback in a variety of ways engaging with the communities it serves.

Methodologies used within maternity services include:

- Local UHMBT patient experience questionnaire,
- Maternity Friends and Family,
- Community-based engagement sessions,
- Illustrated 'Walls of Conversation',
- Women's birth experiences and concerns/ complaints discussed and addressed through the Maternity Services Liaison Committee (MLSC),
- Debrief and 'Listen with mother' through our supervisor of midwives,
- Involvement in Better Care Together and the Kirkup programme,
- Co-design in key service improvements and development.

In the autumn of 2015, Healthwatch Cumbria was commissioned by NHS Cumbria Clinical Commissioning Group (CCG) and NHS Lancashire North Clinical Commissioning Group (CCG) to undertake a conversation with local women regarding their experiences of Maternity Services in Cumbria and north Lancashire. The aim of these conversations was to help us to understand 'what does a great service look like?' and focused on the views and experiences of women of childbearing age and their significant others.

Healthwatch Cumbria worked with the MSLCs, the North and South Cumbria Communications and Engagement Groups and a number of NHS staff to co-design an internet-based survey which resulted in 1,234 responses.

70 Engagement sessions were held, with hundreds of facilitated conversations and the results were analysed for statistical significance and relevance.

There were themes that emerged from the questions, including the free text. The most significant of these were:

- The importance of continuity of care throughout the pregnancy, the birth and postnatal period
- Consistency and quality of information and communication
- Postnatal support for breastfeeding
- Support and information for women to make informed decisions and choices
- Accessible services and choice, thinking about some specific issues such as young mums, women with specific needs, travel, and place of birth

In addition, we held 'Maternity Matters' public events have been held in Barrow, Lancaster, and Kendal. These were promoted via traditional and social media channels, users stories were filmed for use on our website, and feedback was captured at the events. Qualitative data was gathered from these facilitated groups which had used the café style 'tablecloths' information. The tablecloths were analysed thematically by two separate and independent researchers. It was found that there was direct correlation with the results of the electronic survey. The themes that emerged from the additional qualitative analysis provide a summary response to the primary question: 'What would a great Maternity Service look like'?

- All Health care professionals who are supported in their role,
- Eradicated the need for agency staff,
- Continuity of midwife support throughout pregnancy and labour,
- Holistically well trained health care staff,
- Health care staff being respectful to the women and families they serve,
- Good communication being practised and fostered between staff and staff and between staff and women,
- Sensitivity towards family wishes and needs,
- Treat all women equally who can make fully informed decisions for themselves, regardless of age and life experience.

The themes that emerged have corresponded with the data collected internally to UHMBT feedback and have already led to make changes. For example, many women wanted their partners to be able to stay with them on the ward after induction, and overnight if the birth took place late in the day. The plans for the new maternity unit at Furness General Hospital have taken this into account. Continuity of care and carer was valued very highly and as mentioned elsewhere.



## **BETTER BIRTHS (2016) – (THE REPORT OF THE NATIONAL MATERNITY REVIEW UNDERTAKEN IN 2015)**

Published in February 2016, 'Better Births - Improving outcomes of Maternity Services in England, A Five Year Forward View for Maternity Care' makes 28 recommendations split into seven overarching themes.

1. There should be personalised care centred on the woman, her baby and her family, based around their needs and their decisions where they have genuine choice informed by unbiased information. There are sub-recommendations which cover choice of location and type of care, open discussion about risks, unbiased well-evidenced information to assist decision making, and personal care plans.
2. There should be continuity of carer to ensure safe care based on a relationship of mutual trust and respect in line with the woman's decisions. Every woman should have a midwife, who is part of a small team of 4 to 6 midwives, based in the community who knows the women and family, and can provide continuity throughout the pregnancy, birth and postnatally.

Each team of midwives should have an identified obstetrician who can get to know and understand their service and can advise on issues as appropriate. The woman's midwife should liaise closely with obstetric, neonatal and other services ensuring that she gets the care she needs and that it is joined up.

3. Safer care, with professionals working together across boundaries to ensure rapid referral, and access to the right care in the right place; leadership for a safety culture within and across organisations; and investigation, honesty and learning when things go wrong.
4. There should be better postnatal and perinatal mental health care, to address the historic underfunding and provision in these two vital areas, which can have a significant impact on the life chances and wellbeing of the woman, baby and family; plus the need for smooth transition to neonatal care and community care (GP and Health visitor) and properly resourced post-natal care (access to the midwife for as long as needed).
5. There should be multi-professional working, breaking down barriers between midwives, obstetricians and other professionals to deliver safe and personalised care for women and their babies.
6. Working across boundaries to provide and commission maternity services to support personalisation, safety and choice, with access to specialist care whenever needed.
7. A payment system that fairly and adequately compensates providers for delivering high quality care to all women efficiently, while supporting commissioners to commission for personalisation, safety and choice.

With the exception of number seven, the themes correlate to the outputs from the Better Care Together workshops and the engagement events. UHMBT and the Commissioners have undertaken a gap analysis against our Maternity Services in Morecambe Bay to ensure we are meeting, or working towards the recommendations.



## PHASE 2-IMPLEMENTING THE PATHWAY

### Priority Projects for 2016/18

Work has been completed with all stakeholders to prioritise the projects for 2016/17 taking into account themes from the workshops / service user and public engagement events and Better Births.

The 4 main common and reoccurring themes that will be taken forward as part of Better Care Together programme and those which are in line with the ethos of Better Care Together are:

- Caseload midwifery pilot in Furness,
- Develop electronic personalised care plan and enable mobile working,
- Improve public health across the pathway,
- Develop maternity hub model as part of Integrated Care Community (ICC) team.







Better Births Together



**MATERNITY  
MATTERS**  
AT MORECAMBE BAY

University Hospitals **NHS**  
of Morecambe Bay  
NHS Foundation Trust

## CONTACT US

If you need any further information about any of our services, please contact:

Furness General Hospital  
Maternity Services:  
**01229 491 035**

Royal Lancaster Infirmary  
Maternity Services:  
**01524 583 850**

Westmorland General  
Hospital Maternity Services:  
**01539 795375**



[www.uhmbt.nhs.uk/maternity](http://www.uhmbt.nhs.uk/maternity)