

# EXTERNAL SERVICES SCRUTINY COMMITTEE - SHAPING A HEALTHIER FUTURE UPDATE

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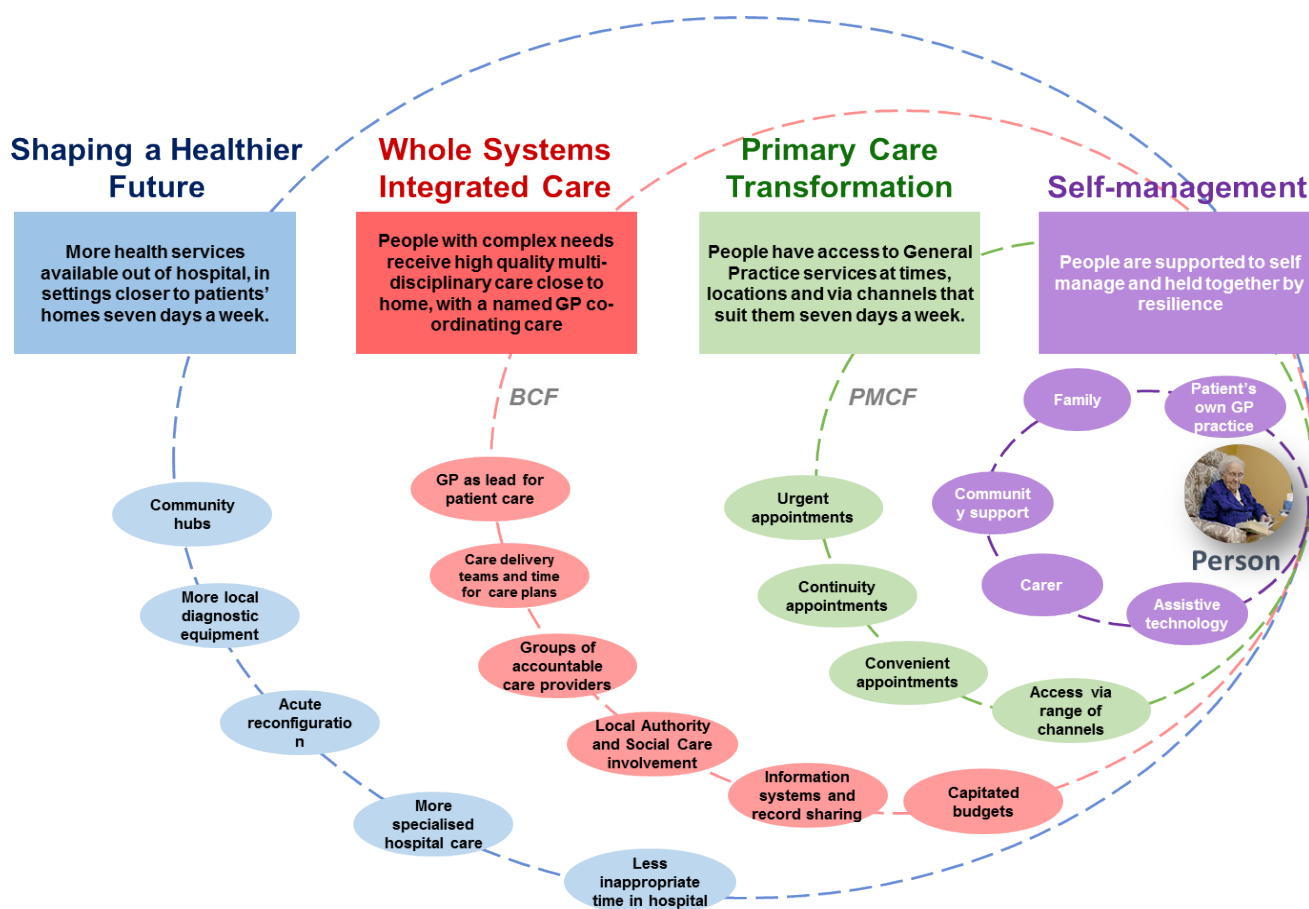
**Appendix:** NWL Monthly Maternity Transition & Quality Dashboard - September 2015

## BACKGROUND

'Shaping a healthier future' (SaHF) is a programme to improve NHS services for the two million people who live in North West London and will save hundreds of lives each year. The programme is being led by the eight NHS Clinical Commissioning Groups: Brent, Harrow, Hillingdon, Central London, West London, Hammersmith & Fulham, Hounslow and Ealing.

The programme was launched in January 2012 and, following a full public consultation in February 2013, a Joint Committee of PCTs (JCPCT) agreed with all the recommendations. In October 2013, the Secretary of State for health accepted the Independent Reconfiguration Panel recommendations to implement all of the SaHF proposals. Implementation of SaHF is underway and will take three to five years to complete.

SaHF is part of a wider transformation programme covering Whole Systems Integration, Primary Care Transformation and promoting self-management:



## PART I – MEMBERS, PUBLIC AND PRESS

A key strand of the SaHF work is hospital reconfiguration to improve the quality of services by delivering care through fewer specialist units, reducing unacceptable variations in the quality of care that have existed across different hospitals in North West London.

The changes proposed do not present a significant impact on Hillingdon Hospital; although the Trust will be investing in A&E and maternity services in order to take on additional capacity from other hospitals.

## **UPDATE ON TRANSITION OF MATERNITY AND INTERDEPENDENT SERVICES FROM EALING HOSPITAL - Summary of the maternity transition at a North West London level**

On 20 May 2015, Ealing CCG Governing Body agreed to endorse the transition of the Maternity and Neonatal service at Ealing Hospital, in line with the Secretary of State's decision of 30 October 2013. The date for the closure of the Maternity service was set as 1 July 2015. Separately NHS England, as the specialist commissioner for Neonatal Services, met in public to take a separate decision regarding the transition of the Special Care Baby Unit (SCBU), which they approved. Since that date, the Programme Delivery Board and the Operational Group has worked to deliver a safe transition of services and implement new, common pathways across North West London.

### Transfer of Women's Care

At the time of transfer, 969 women were booked to give birth at Ealing hospital. Following agreed protocols, 778 were contacted, a new delivery unit agreed and their care transferred to the respective Trust. 190 women were contacted but their care was not transferred as they delivered at Ealing in June, had moved out of area or were no longer pregnant. Only 1 woman was unable to be reached. Detailed procedures were followed, including contacting her GP and attempting to visit her at home. 15 women were not able to be offered their first alternative choice of unit. Their care was rearranged by the Maternity Booking Service and they were satisfied with the unit to which they were transferred. All antenatal bookings are now made through the Maternity Booking Service, ensuring a more smooth and equitable service for women across North West London.

### Development of Community Clinics

The Trusts in North West London (NWL) are now holding antenatal and postnatal clinics in Ealing Hospital and Children's Centres throughout Ealing. The clinics in Children's Centres commenced on 13 June 2015 and the North West London Community Maternity Clinic at Ealing Hospital opened on 6 July 2015. This means that the majority of women are now able to receive local pre- and post- natal care, to agreed protocols, by the same team of midwives who will deliver their baby. This was not the case prior to these changes. Pregnant women on a high risk pathway may still have to travel to their chosen hospital for their appointments in order to access specialist services.

### Acute Care

Ealing maternity unit closed on 1 July 2015 and the neonatal unit on 29 June 2015. There were no women or babies in the units that required transfer and the units closed safely. Building works have been completed at West Middlesex University Hospital, St Mary's Hospital, Queen Charlotte's Hospital and Hillingdon Hospital to create increased capacity and improved facilities.

### Staffing

All staff have transitioned to their new units. A focussed and coordinated recruitment approach across North West London has led to 113 additional staff being employed in midwifery and

neonatal areas. This increase in staff will improve the midwife to birth ratio and consultant hours on the labour wards.

#### Travel and Communication

The central programme team has been liaising with all receiving hospitals and midwives on a regular basis to see if travel has been an issue raised by women and their families and to date this has not been raised as a major concern. This will be reviewed in a more formalised way by working with London North West Healthcare NHS Trust to undertake a travel survey as part of the transition review to be undertaken in November 2015. The objective of the survey will be to understand in more detail how women have found their patient experience with a particular focus on the travel and transport elements of this. Feedback will be used to inform future planning and service developments.

Prior to the transition, the Transport Advisory Group worked with project team to produce a range of materials to help women decide on which maternity unit to use. These materials have been distributed widely and reaction to them has been very positive, with the Giving Birth in North West London booklet and easy read version being particularly well received. For the first time, women in North West London are able to access comparable information about all maternity units in a single source.

#### Monitoring Quality and Safety

In order to monitor the quality of maternity services in North West London and ensure the intended benefits of the service changes are realised, a set of quality metrics were agreed by the SAHF Clinical Board. These are being produced into a regular monthly report. In addition to the SAHF Programme Board, this report will be used by the CCG Quality committees, Maternity Network and Trust Boards to provide a consistent approach North West London to quality monitoring.

Included in Appendix A is September's 'Quality and System Monitoring Dashboard'. This early snapshot of the quality metrics demonstrates that the level of quality service provision being offered to women in NWL has remained high, with Trusts ensuring that a good service continues to be provided. Midwife to birth ratio has improved across NWL as a direct consequence of the transition, as has consultant cover on labour wards. The 12+6 booking rate is also better, meaning that women are able to access antenatal care promptly.

There are a few indicators showing adverse trends. Unbooked deliveries, especially at Hillingdon, increased in July and August. This was fully anticipated and demonstrates that the maternity services in North West London were working effectively as a system. Heads of Midwifery across North West London agreed to deliver any lady who presented irrespective of where she was booked to deliver. In September, this rate reduced as the system started to normalise.

The definition for post partum haemorrhage has changed from April 2015. The increase demonstrated in the dashboard is in relation to this definition trend rather than a clinical deterioration. However, this indicator will continue to be closely monitored so that if there are any underlying clinical concerns these are picked up.

#### Hillingdon Overview

As a result of the transition, Hillingdon Hospital refurbished the maternity unit in mid-2015 and has a midwife led birth unit for the first time. For the first time, Hillingdon Hospital is providing a transitional care service. This new service allows for babies who require treatment and

monitoring that exceeds normal routine postnatal care to be cared for by their mother on a postnatal ward with the help of midwives supported by neonatal staff. This allows mothers and babies to stay together for treatment avoiding unnecessary separation.

Following the transition Hillingdon has an additional 9 maternity beds. 13 midwives, 2 neonatal nurses and 3 support workers moved to Hillingdon Hospital as part of the workforce re-deployment from Ealing hospital. In addition, a net increase of 13 midwives has been recruited following the transfer.

Prior to transition, consultant hours on the labour ward were at 96 hours per week with an anticipated increase to 114 hours following transition. Weekly consultant hour coverage is currently at 108 hours. The midwife to birth ratio is at 1:32 and Hillingdon plans to achieve a ratio of 1:30 by 2017/18. This is in line with the implementation plan set out prior to transition.

Hillingdon hospital is expected to see an additional 800 births per year, which is within its capacity. 314 women who were booked in at Ealing Hospital (for delivery over the subsequent 9 months) transferred their maternity care to Hillingdon Hospital. The selection criteria means that women from the Borough of Hillingdon continue to have priority booking at Hillingdon Hospital maternity unit, as do women with clinical or social care needs.

## **CONCLUSION**

Heads of Midwifery across North West London continue to work together and ensure a smooth and complete transition over the coming months. This work is overseen by the SaHF Clinical Board and Programme Board. An initial review will be conducted in November 2015 that will consider the experience of transferred women and staff as well as review the activity flows and assess the preliminary realisation of intended benefits. This review will be published in early 2016.