

HEALTH AND WELLBEING BOARD

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MATERNITY SERVICES TRANSFORMATION

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Summary

This paper aims to provide members of the Board with an overview of the maternity transformation work that is taking place across Kent and Medway, including the development of a Kent and Medway “Local Maternity System” and the requirement for a “Better Births” implementation plan for Kent and Medway, following the publication of the national maternity review, Better Births.

1. Budget and Policy Framework

1.1 Maternity services are funded by CCGs, through the national maternity pathway payment system. At this juncture, there is no proposal to amend the funding arrangements for maternity services.

2. Background

2.1 A number of recently published national documents recognise the importance of maternity services providing safer, more personalised care which is based around an individual woman’s needs. The report stemming from the national maternity review, *Better Births* (NHS England, 2016), recommends that providers and commissioners work together in Local Maternity Systems (LMS) to implement the changes to maternity services that will be required.

2.2 Better Births sets out a vision for safe and efficient models of maternity care: safer care, joined up across disciplines, reflecting women’s choices and offering continuity of care along the pathway. The Better Births report contains 28 recommendations for CCGs, maternity providers, NHS England and a range of other stakeholders. The recommendations are grouped under the following headings:

- I. 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.
- II. Continuity of carer, to ensure safe care based on a relationship of mutual trust and respect in line with the woman’s decisions.

- III. 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.
- IV. 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.
- V. Multi-professional working, breaking down barriers between midwives, obstetricians and other professionals to deliver safe and personalised care for women and their babies.
- VI. Working across boundaries to provide and commission maternity services to support personalisation, safety and choice, with access to specialist care whenever needed.
- VII. A payment system that fairly and adequately compensates providers for delivering high quality care to all woman, whilst supporting commissioners to commission for personalisation, safety and choice.

2.3 Following the publication of Better Births, NHS England has released further guidance in March 2017, called '*Implementing Better Births – A Resource Pack For Local Maternity Systems*'. This provides further guidance for commissioners and providers, outlining the role of the Local Maternity System in driving transformational changes in maternity services in more detail.

3. Kent and Medway Local Maternity System – Progress Update

3.1 The Kent and Medway Local Maternity System (LMS) was established in December 2016, well ahead of the NHSE deadline of 31 March 2017, in order to plan and deliver the requirements of Better Births.

3.2 The membership of this group includes Kent and Medway maternity commissioners, Heads of Midwifery, the South East Clinical Network Maternity Lead, the South East Clinical Network Maternity Programme Lead, Kent County Council Public Health Lead for Maternity. The group is looking to embed representation from primary care practitioners, service users, South East Coast Ambulance Service, Medway Public Health, and Obstetricians. Further subject matter experts will be co-opted into the group as and when required.

3.3 The Kent and Medway STP board supported the establishment of the LMS and the LMS Chair is the designated link into the STP.

3.4 The Kent and Medway LMS is leading on the development of a 'Maternity Voice Partnership', as advocated in the recent guidance from NHS England, in partnership with Kent and Medway Healthwatch representatives. The Maternity Voice Partnership will be a representative group of service users and professionals, working alongside the LMS to deliver the national agenda of Better Births with the woman's voice at the centre.

3.5 The Kent and Medway LMS is required to create and submit a Better Births Implementation plan to NHS England in October 2017 and is currently working to draw this plan together. The plan is required to be approved by the Kent and Medway STP Board prior to submission.

- 3.6 A key challenge for the group is to develop and implement the plan in the absence of dedicated project resource. The group has previously applied for funding from NHS England (through an Early Adopter bid) and a further application for a Darzi Fellow from Health Education England (Kent, Surrey and Sussex local team), both of which were unsuccessful despite positive feedback. This has been raised as an area of concern with NHSE, particularly as the group has clearly already demonstrated excellent partnership working, a proactive approach and a determined willingness to move at pace. The Kent and Medway LMS would benefit from committed resources to help increase capacity and move forward with the work that is required to implement the recommendations of Better Births.
- 3.7 The Kent and Medway LMS has developed at a time of significant change in the Medway Public Health service and one of the new public health consultants will play a future role. There has been work undertaken by Partnership Commissioning and Public Health in relation to the risk prevalence of women accessing maternity services in Medway and a focus on preconception care requirements and smoking during pregnancy. There is also a chapter relating to maternity in the Medway Joint Strategic Needs Assessment. This is important contextual information that partnership commissioning and Medway Public Health will update and incorporate as part of the future planning of maternity services locally.

4. Engagement activity

- 4.1 The transformation of maternity services, driven by the outcome of the national maternity review, has been based on a significant level of engagement with patients and key stakeholders on a national level.
- 4.2 A significant level of local engagement was undertaken during the pre-conception care insight gathering work and the creation of the Maternity Voice Partnership will provide a formal ongoing route for patient engagement.

5. Risk management

Risk	Description	Action to avoid or mitigate risk
Capacity to drive transformation	Lack of commissioner / provider capacity to drive forward transformational changes in maternity services, risking stagnation against planned improvements	NHSE have been approached in relation to additional support for the transformation work
Governance sign off of Kent and Medway Better Births Implementation Plan	Should the plan be required to be formally signed off by all eight CCGs in Kent and Medway, in addition to by the STP, this poses a risk to submission of the plan to NHSE by the deadline	Commissioners to discuss with CCGs in relation to sign off process, and whether single STP sign off is permissible

6. Financial implications

6.1 There are no financial implications associated with this update paper.

7. Legal implications

7.1 The proposed transformational changes in maternity services are fully aligned with the guiding principles and values stated in the NHS constitution. In particular, this work directly links with the following guiding principles and values:

The guiding principles of the NHS constitution are:

- I. The NHS provides a comprehensive service, available to all.
- II. Access to NHS services is based on clinical need, not an individual's ability to pay.
- III. The NHS aspires to the highest standards of excellence and professionalism.
- IV. The patient will be at the heart of everything the NHS does.
- V. The NHS works across organisational boundaries.
- VI. The NHS is committed to providing best value for taxpayers' money.
- VII. The NHS is accountable to the public, communities and patients that it serves.

The values of the NHS constitution are:

- I. Working together for patients.
- II. Respect and dignity.
- III. Commitment to quality of care.
- IV. Compassion.
- V. Improving Lives.
- VI. Everyone Counts.

8. Recommendations

8.1 The Health and Well Being Board is requested to note the national agenda in relation to transformation of maternity services.

8.2 The Board is requested to offer support to the transformation of maternity services in Medway, within the context of the Kent and Medway Local Maternity System.

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Appendices

None.

Background papers

[Better Births – National Maternity Review, Improving outcomes of maternity services in England, February 2016](#)

[Implementing Better Births – NHS England March 2017](#)
[NHS Constitution – October 2015](#)