

HEALTH AND WELLBEING BOARD

7 NOVEMBER 2017

KENT AND MEDWAY LOCAL MATERNITY SYSTEM TRANSFORMATION PLAN

Report from: Helen Jones, Assistant Director Commissioning and Strategy

Author: Michael Griffiths, Partnership Commissioning Lead, Children and Family Services

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 Kent and Medway Local Maternity System Transformation Plan, which is appended.

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 31st March 2017, in order to plan and deliver the requirements of Better Births.
- 3.2 The membership of this group includes all the Kent and Medway maternity commissioners, Heads of Midwifery, Obstetric Labour Ward Leads from all Kent and Medway NHS trusts, the South East Clinical Network Maternity Lead, the South East Clinical Network Maternity Programme Lead, Kent County Council (KCC) Public Health Lead for Maternity, and Primary Care. The group is looking to embed representation from primary care practitioners across all areas, service users, South East Coast Ambulance Service, and Medway Public Health. Further subject matter experts will be co-opted into the group as and when required.
- 3.3 The Kent and Medway Sustainability and Transformation Plan (STP) Board supported the establishment of the Kent and Medway LMS, and the Kent and Medway Better Births Transformation Plan has specific recommendations regarding how the work of the Kent and Medway LMS should link with the Kent and Medway STP. NHS England recommends that the Kent and Medway Maternity Transformation Plan needs to be agreed by the STP Strategic Partnership Board.
- 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 and is due to meet with chairs of existing patient groups in November 2017. 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 Transformation Plan to NHS England by 31st October 2017, attached as Appendix 1.
- 3.6 The Plan was sent to the NHSE regional team for comment during w/c 16th October. The governance process for the Kent and Medway Local Maternity System Transformation Plan is via the K&M STP Strategic Partnership Board, and it was sent for agreement on 11th September. The Board is asked to note that the Plan is awaiting final feedback to the lead commissioner from the appropriate trusts.
- 3.7 NHS England have allocated £76,666 to the Kent and Medway LMS, which will be spent on recruiting a clinical chair (obstetrician), project management, administration and establishing a consistent approach to Maternity Voice Partnerships. Other areas that may be explored are the development of a Kent and Medway Maternity Dashboard in order to align and standardise services effectively. This will enable the Kent and Medway LMS to move forward into the implementation phase and initiate the work that is required to ensure the recommendations of Better Births are implemented 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.
- 4.3 Patient representatives are due to meet to discuss the plan in November 2017, and to determine the model of operation for Maternity Voice Partnerships across Kent and Medway. Further consultation with service users will take place throughout the lifetime of the plan.

5. Minutes of Discussion at the Children and Young People Overview and Scrutiny Committee

- 5.1 An item on Maternity Services Transformation was considered by the Children and Young People Overview and Scrutiny Committee on 5 October 2017. The minutes of this discussion were as follows:

5.2 Discussion:

The Partnership Commissioning Lead, Children and Family Services provided the Committee with an overview of the maternity transformation work that had taken place across Kent and Medway. This included the development of a Kent and Medway Local Maternity System (LMS), as set out in appendix A to the report.

- 5.3 The Partnership Commissioning Lead, Children and Family Services explained the Kent and Medway LMS must submit a Better Births Transformation Plan to NHS England by 31 October 2017. As set out in Appendix B to the report, he concluded that the proposed change to maternity services in Medway was not a substantial health service development or variation.
- 5.4 Some Members sought further information on the LMS and Better Births Transformation Plan proposals, including the impact on Looked After Children (LAC). The Partnership Commissioning Lead, Children and Family Services advised the draft plan required formal approval from the Sustainability and Transformation Plan (STP) Strategic Board and undertook to report back to the Committee with the full plan following submission to NHS England.
- 5.5 A Member requested a similar report to be submitted to Corporate Parenting Board.
- 5.6 **Decision:**

The Committee noted:

- 1) The national agenda in relation to transformation of maternity services; and
- 2) The completed Substantial Variation Assessment Questionnaire attached at Appendix B which concludes that this change is not a substantial health service development or variation and that the Committee would be kept updated on the Transformation Plan as it progresses.

6. Risk management

Risk	Description	Action to avoid or mitigate risk	Risk rating
Capacity to drive transformation	Lack of commissioner / provider capacity to drive forward transformational changes in maternity services, risking stagnation against planned improvements	NHSE have provided some funding to support in this area.	

7. Financial implications

- 7.1 There are no financial implications associated with this update paper.

8. Legal implications

- 8.1 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:

8.2 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

8.3 On 5th October 2017, Medway's Children and Young People's Overview and Scrutiny Committee considered an initial report relating to the transformation of maternity services, determining that the proposals did not amount to a substantial development of or variation in the provision of health services in the local authority's area. The Children Young People's Overview Scrutiny Committee considered the completed Substantial Variation Assessment Questionnaire (which was submitted as Appendix B) and concluded that the proposed change to maternity services was not a substantial health service development or variation, however should this be deemed to involve a "substantial" development or variation of the health service in Medway, clarification will be sought from the Commissioning CCGs and NHS England about the process for formal consultation with Overview and Scrutiny in the context of the timescales for submission and implementation of the maternity service transformation plan.

8.4 HWBs are committees of the Local Authority, with non-executive functions, constituted under the Local Authority 1972 Act, and are subject to local authority scrutiny arrangements.

8.5 There are no direct legal implications arising to Medway Council from the recommendations set out in this report and the Board is asked to consider and note the recommendation of the Committee.

9. Recommendations

9.1 The Health and Wellbeing Board is requested to:

- i) Note the national agenda in relation to transformation of maternity services.
- ii) Note the Kent and Medway Local Maternity System Transformation Plan that is appended to this document (Appendix 1) and to suggest further areas of inclusion or refinement for future versions.
- iii) Offer support to the transformation of maternity services in Medway, within the context of the Kent and Medway Local Maternity System.

Lead officer contact

Michael Griffiths, Partnership Commissioning Programme Lead, Children and Family Services

Telephone: 01634 334402 E-mail: michael.griffiths@medway.gov.uk

Appendices

Appendix 1 - Kent and Medway Local Maternity System Transformation Plan

Appendix 2 – Substantial Variation questionnaire

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