

Paper 8

Recommendation <input checked="" type="checkbox"/> DECISION <input checked="" type="checkbox"/> NOTE	The Trust Board is asked to note and approve the engagement approach outlined within this paper
Reporting to:	Trust Board
Date	29 March 2018
Paper Title	Engagement Plan – Services at Midwife-Led Units in Bridgnorth, Ludlow and Oswestry
Brief Description	<p>The purpose of the engagement plan is to support The Shrewsbury and Telford Hospital Maternity service to seek the views of current maternity services users, the public and maternity staff on future model of maternity service provision at the rural midwife-led units in the interim period to a revised sustainable model of care, implemented by the clinical commissioning groups.</p> <p>We are seeking the views of our local communities on the following three options below. Further detail about these options can be found in the <i>Rural midwife-led units: engagement document</i> which can be accessed on the maternity services section of our website.</p> <ul style="list-style-type: none"> • Option 1: a planned programme of <u>rotating</u> four-week suspensions of inpatient services across Bridgnorth, Ludlow and Oswestry midwife-led units • Option 2: Continuing to evoke our escalation plan at short notice to maintain safety • Option 3: a temporary closure of inpatient services at Bridgnorth, Ludlow and Oswestry midwife-led units
Sponsoring Director	Deidre Fowler - Director of Nursing, Midwifery and Quality
Author(s)	Sarah Jamieson – Head of Midwifery
Recommended / escalated by	
Previously considered by	
Link to strategic objectives	PATIENT AND FAMILY - Deliver a transformed system of care (VMI) and partnership working that consistently delivers operational performance objectives SAFEST AND kinDEST - Deliver the kindest care in the NHS with an embedded patient partnership approach
Link to Board Assurance Framework	<p>If the maternity service does not evidence a robust approach to learning and quality improvement, there will be a lack of public confidence and reputational damage (RR 1204)</p> <p>If we do not develop real engagement with our staff and our community we will fail to support an improvement in health outcomes and deliver our service vision (RR 1186)</p>

Equality Impact Assessment	<ul style="list-style-type: none"><input type="radio"/> Stage 1 only (no negative impacts identified)<input type="radio"/> Stage 2 recommended (negative impacts identified)<ul style="list-style-type: none">* EIA must be attached for Board Approval<input type="radio"/> negative impacts have been mitigated<input type="radio"/> negative impacts balanced against overall positive impacts
Freedom of Information Act (2000) status	<ul style="list-style-type: none"><input type="radio"/> This document is for full publication<input type="radio"/> This document includes FOIA exempt information<input type="radio"/> This whole document is exempt under the FOIA

ENGAGEMENT PLAN SERVICES AT MIDWIFE-LED UNITS IN BRIDGNORTH, LUDLOW AND OSWESTRY

1 INTRODUCTION

This is an engagement plan to support The Shrewsbury and Telford Hospital NHS Trust to seek the views of current maternity services users, the public and maternity staff on future model of maternity service provision at the rural midwife-led units in the interim period to a revised sustainable model of care, implemented by the clinical commissioning groups.

The engagement period will run for four weeks and during that time will seek the views of local communities through a questionnaire; women and families currently using our maternity services through a programme of targeted engagement, which includes focus groups; and liaison with representative groups such as HealthWatch and Powys Community Health Council.

The results of the engagement period will be analysed externally and presented to the Trust Board in a public Board meeting on 31 May 2018.

2 CONTEXT AND OVERVIEW

Since reopening our midwife-led units at the beginning of the year there has been a number of ad hoc and two-week suspensions of inpatient services at Bridgnorth, Oswestry and Ludlow. These services have been temporarily suspended under the Trust's escalation policy to ensure our midwives are where our mothers are, to maintain women's safety and to provide some stability of service provided.

Despite a successful recruitment programme which allowed us to reopen these units, our service continues to see mothers giving birth in the consultant-led unit over rural midwife-led units. With just over 97% of women giving birth away from our rural midwife-led units.

Today, we are therefore starting a four-week period of engagement. During this period of engagement, we would like to hear from local people, and particularly women and families using our maternity services to understand how we can best meet their needs until a new long-term sustainable model of care proposed by Shropshire, and Telford and Wrekin clinical commissioning groups can be fully implemented.

To address these operational pressures, we are seeking the views of our local communities on the following three options below. Further detail about these options can be found in the *Rural midwife-led units: engagement document* which can be accessed on the maternity services section of our website.

- Option 1: a planned programme of rotating four-week suspensions of inpatient services across Bridgnorth, Ludlow and Oswestry midwife-led units
- Option 2: Continuing to evoke our escalation plan at short notice to maintain safety
- Option 3: a temporary closure of inpatient services at Bridgnorth, Ludlow and Oswestry midwife-led units

The units will however continue to remain open between 8am and 8pm for antenatal and postnatal outpatient services under all the options outlined. Likewise, home deliveries will be unaffected.

We are seeking people's views via a questionnaire which will be accessed on the maternity services section of our website which is under current development. We will also be undertaking a programme of targeted engagement with women and families currently using our maternity services and we will be liaising with representative groups such as HealthWatch.

The engagement period will run from Monday 9 April until midnight on Sunday 6 May 2018, and we would like to encourage people with an interest in Shropshire's maternity services to review the engagement document and complete the questionnaire.

The result of the engagement period will be independently analysed and will be presented to our Trust Board alongside associated recommendations regarding future temporary suspensions in a public Board meeting on 31 May 2018.

*Birth data is for the period 11am on 1 January 2018 to 10am on 26 February 2018.

3 ENGAGEMENT PROGRAMME OVERVIEW

The process

The engagement period will run for four weeks and during that time will seek the views of:

- local communities through a questionnaire, available online and in hard copy from our maternity services
- women and families currently using our maternity services through a programme of targeted engagement, which includes discussion groups. At these sessions attendees will be taken through the engagement document and asked to complete the questionnaire
- representative groups such as HealthWatch.

The engagement document

At the core of the programme will be an engagement document which will clearly set out the basis on which we are engaging. It will set out: the purpose of the engagement programme and the dates of when it will start and finish; the operational pressures the service is under; the proposed future options for temporary suspensions including the implications of no change, as well as what the results of change would look like in terms of benefits to mums and families and potential disadvantages; information about the engagement programme, including how to respond; and how the decision about temporary suspensions going forward will be made.

The engagement document will be accessible, clear, concise and written in plain English.

In addition to the engagement document, frequently asked questions will be produced during the engagement period. These will be used to provide answers to common issues and questions and respond to any issues that have arisen.

The questionnaire will be available on the Trust website and hard copies can be requested from the Care Group should anyone not have access to the internet. Hard copies will also be available across the Trust's maternity services and available through midwives.

Raising awareness and encouraging involvement

We would like to hear from local people and particularly women and families using our maternity services to understand how we can best meet their needs. We are therefore proposing to raise awareness of the engagement period in the following ways:

- an initial announcement which will include a media release, letters to staff and stakeholders and social media content
- a poster will be sent to primary care services asking them to display it, it will also be distributed across the Trust and will be made particularly prominent in our maternity services
- maternity services staff will be supported to talk to women and families using the service to raise awareness and encourage involvement
- information will be on the maternity services section of the website, and we will invite key partner organisations to signpost to it

Media approach

Our media approach will be proactive during the engagement period (as well as reacting, of course, to any enquiries or issues that arise). Across the county, the local media continues to be important in influencing public perception and reaction to all aspects of health and care changes and we will work with them and communicate key messages for the engagement through the channels they provide.

During the engagement programme we will adhere to the following key principles:

- Ensure we can provide clinical spokespeople wherever possible to explain the need for change, the options and next steps, and to support them appropriately in this role
- Work closely with local journalists and ensure they are fully briefed on the need for change, the options and next steps
- Respond to all media enquiries in a timely and helpful manner
- Regularly monitor the media and ensure that inaccurate information about the engagement programme is rebutted where necessary
- Evaluate all media coverage to assess its effectiveness, and the inclusion of our key messages, adapting our approach as appropriate.

Discussion groups

As part of the engagement programme there will be five maternity service user discussion groups which local women and families will be invited to attend through a discussion with their midwife. There will also be five staff discussion groups. The discussion groups will be held at Bridgnorth, Ludlow, Oswestry, Shrewsbury and Telford midwife-led units.

These discussion groups will use the engagement document to fully explain and discuss the current operational issues, the proposed options for consideration and to answer any questions. Participants will then be invited to complete the questionnaire.

We will aim to include those identified by the Equality Impact Assessment in discussion groups.

Questionnaire

Our questionnaire will be used to ask people for their feedback on the three proposed options, and to gather views and feedback on issues and concerns so that these can be understood, and taken account of, including mitigating where possible, in terms of decision-making and implementation of that decision. The engagement will also provide an opportunity to seek additional insight and ideas that may not have been considered so far.

We will send out the link to our questionnaire by email to a wide range of stakeholders and will also make hard copies available through our maternity services, and particularly our midwives. People will also be able to access the questionnaire via the Trust website and from our social media feeds.

Mechanisms for response

People will be able to respond via a hard copy or online questionnaire.

The questionnaire responses will be analysed by an independent research organisation.

Analysis of consultation responses

An independent research organisation will be commissioned to analyse the responses and develop an independent report to summarise the responses.

This is best practice for an engagement programme such as this, to ensure a formal, independent, non-biased and objective provider is in place to analyse the responses and to produce an unbiased report which will be considered by the Trust Board.

4 DIRECT ENGAGEMENT

Group	How	Aim
Maternity services staff – clinical and non-clinical	<ul style="list-style-type: none"> • Face to face briefing sessions • Emailed information • Updated as necessary throughout engagement period through internal communication channels – via managers and matrons etc. 	<ul style="list-style-type: none"> • To ensure staff are equipped to communicate about the engagement and answer questions from service users • To encourage maternity staff, mums-to-be and mums to be involved as appropriate • Ensure all staff are aware of how to signpost service users who would like to have their say – discussion groups, online etc.
Maternity Engagement Group	<ul style="list-style-type: none"> • Dedicated meeting or as an agenda item on an existing meeting including presentation of current situation, hard copies of the survey made available, signposting to FAQs on website and online survey 	<ul style="list-style-type: none"> • Well briefed on the current position and able to communicate the facts to service users • Ensure the group is clear on the remit of the engagement programme and the distinction between this and the forthcoming CCG consultation • Ensure opportunities for dialogue and feedback have been made available • Ensure the group is aware of how to signpost service users who would like to have their say – meetings, online etc.
Maternity Voices – LMS workstream – part of existing local maternity system programme	<ul style="list-style-type: none"> • Dedicated meeting or as an agenda item on an existing meeting including presentation of current situation, hard copies of the survey made available, signposting to FAQs on website and online survey 	<ul style="list-style-type: none"> • Well briefed on the current position and able to communicate the facts to service users • Ensure the group is clear on the remit of the engagement programme and the distinction between this and the forthcoming CCG consultation • Ensure opportunities for dialogue and feedback have been made available • Ensure the group is aware of how to signpost service users who would like to have their say – discussion groups, online etc.

<p>Local National Childbirth Trust Chair/representative/groups tbc</p>	<ul style="list-style-type: none"> • Dedicated meeting or as an agenda item on existing meeting including presentation of current situation, hard copies of the survey made available, signposting to FAQs on website and online survey 	<ul style="list-style-type: none"> • Well briefed on the current position and able to communicate the facts to service users • Ensure the group is clear on the remit of the engagement programme and the distinction between this and the forthcoming CCG consultation • Ensure opportunities for dialogue and feedback have been made available • Ensure the group are aware of how to signpost service users who would like to have their say – discussion groups, online etc.
<p>Current users of maternity services</p>	<ul style="list-style-type: none"> • Dedicated discussion groups across the county – invitation only and detail tbc. To include presentation of current situation, hard copies of the survey made available, signposting to FAQs on website and online survey • Through individual engagement with their midwife encouraged to view the information and complete the survey 	<ul style="list-style-type: none"> • Well briefed on the current position • To understand the impact of each option on these women • Ensure they are clear on the remit of the engagement programme and the distinction between this and the CCG consultation
<p>Health Watch / Community Health Council</p>	<ul style="list-style-type: none"> • Attendance at specific meeting including presentation of current situation, hard copies of the survey made available, signposting to FAQs on website and online survey 	<ul style="list-style-type: none"> • Well briefed on the current position and able to communicate the facts to service users • Ensure the group is clear on the remit of the engagement programme and the distinction between this and the forthcoming CCG consultation • Ensure opportunities for dialogue and feedback have been made available • Ensure the group are aware of how to signpost service users who would like to have their say – discussion groups, online etc.
<p>Joint Health Overview and Scrutiny Committee</p>	<ul style="list-style-type: none"> • Attendance at specific meeting including presentation of current situation, detailed programme of engagement and hard copies of the survey to be made available, signposting to FAQs on website and online survey 	<ul style="list-style-type: none"> • To provide an opportunity for the committee to scrutinise the plans of engagement in line with our duty to consult and their role in reviewing and scrutinising matters relating to the provision and operation of local health services • Well briefed on the current position and able to communicate the facts • Ensure the committee is clear on the remit of the engagement programme and the distinction between this and the CCG consultation

		<ul style="list-style-type: none"> • Ensure opportunities for dialogue and feedback have been made available • Ensure the group are aware of how to signpost service users who would like to have their say – meetings, online etc.
MPs	<ul style="list-style-type: none"> • Face to face or telephone briefing to include update on current situation, overview of engagement and to raise their awareness of FAQs and online survey 	<ul style="list-style-type: none"> • Well briefed on the current position and able to communicate the facts • Ensure they are clear on the remit of the engagement programme and the distinction between this and the CCG consultation • Ensure opportunities for dialogue and feedback have been made available • Ensure the group are aware of how to signpost women who would like to have their say – discussion groups, online etc.

5 RESOURCES

The Women and Children's Care Group will set-up and run the discussion groups and engage with the groups set out in this plan.

6 REVIEW AND EVALUATION

The questionnaires will be analysed externally to the service and summarised into a report which will be used to inform a paper for the public Board meeting on 31 May 2018. It is intended that both papers will be published as part of this decision-making process.