

## Board of Directors' Meeting 13 April 2023

<b>Agenda item</b>	040/23a			
<b>Report</b>	Ockenden Report Assurance Committee 31 January 2023 – Co-Chairs' Summary Highlight Report			
<b>Executive Lead</b>	Director of Governance & Communications			
	<b>Link to strategic pillar:</b>		<b>Link to CQC domain:</b>	
	Our patients and community	√	Safe	
	Our people	√	Effective	
	Our service delivery	√	Caring	
	Our partners	√	Responsive	
	Our governance	√	Well Led	√
	<b>Report recommendations:</b>		<b>Link to BAF / risk:</b>	
	For assurance		BAF 1, BAF 4	
	For decision / approval		<b>Link to risk register:</b>	
	For review / discussion		970, 1083, 1930, 2027, 2065	
	For noting	√		
	For information			
For consent				
<b>Presented to:</b>	N/A			
<b>Dependent upon</b> (if applicable):	N/A			
<b>Executive summary:</b>	<p>1. The sixteenth meeting of the Ockenden Report Assurance Committee was held on 31 January 2023 and was livestreamed in public. This brief report provides a summary of key points/issues that were discussed at the meeting and highlights any matters the Co-Chairs wish to draw specifically to the attention of the Board of Directors.</p> <p>2. <b>Recommendation</b></p> <p>The Board of Directors is asked to:</p> <ul style="list-style-type: none"> <li>Note the contents of the report</li> </ul>			
<b>Appendices</b>				

## Ockenden Report Assurance Committee

31 January 2023

### Co-Chairs' Summary Highlight Report

1. The sixteenth meeting of the Ockenden Report Assurance Committee was held on 31 January 2023 and was live streamed in public.
2. This brief report provides a summary of the key themes discussed and highlights any particular matters which the Co-Chairs feel should be drawn to the attention of the Board of Directors.
3. In the absence of Ms. Maxine Mawhinney due to a prior speaking engagement, I chaired the meeting as Co-Chair.
4. Following our agreed approach to review progress of the implementation of the Ockenden Reports actions and to focus on a service improvement area arising out of the report actions, we heard from Dr Mei-See Hon (Clinical Director for Obstetrics, W&C Division) and Ms Annemarie Lawrence, Director of Midwifery, on progress in implementing actions from the first and final Ockenden Reports respectively. We also had a very detailed presentation by Ms Carol McInnes (Divisional Director of Operations) and Ms Annemarie Lawrence on the major theme of People and Culture arising out of the Ockenden Reports and which included three very powerful and honest video testimonials given by current staff members. Finally, we also reviewed and considered the several sources of current external assurance relating to the Trust's Maternity Services. In many ways I considered this to be a quite exceptional meeting marked by the quality of the presentations, the maturity and reflective nature of the discussions, and the powerful and honest staff testimonials. I hope to elaborate further on this point in what follows.
5. **Progress Update in implementing the actions from the Ockenden Reports**

Dr Hon explained that 46/52 actions had now been delivered (the same as reported in November 2022) and that audits are being carried out to ensure that the actions remain green with refreshed evidence to keep it up to date. Of the six actions 'not yet delivered', three are now 'on track' and progressing (LAFL 4.88, LAFL 4.100 and IEA 1.4) compared with one 'on track' reported in November 2022, and three (compared with four in November) are described as 'off track' being the actions previously described as outwith the Trust's control (IEAs 2.1, 2.2, 2.4). In relation to the latter actions, Dr Hon explained that system partners have confirmed that work is underway on all of them. In discussion, it was confirmed that for the actions dependent on external dependencies that despite this, where necessary, appropriate mitigation had been put in place.

Ms Annemarie Lawrence gave an update on implementing the actions from the final Ockenden Report. She explained that 98/158 of the actions have now been 'delivered' (62%, compared with 77/158 or 49% in November 2022) have now been 'delivered' and of the 38% 'not yet delivered', over two-thirds are underway. She noted that whilst the Trust had received much positive external stakeholder feedback, there remained much still to do with work continuing at pace.

In response to a question about the pace of change, Ms. Lawrence confirmed that it was important that the rate of implementation was consistent and balanced with the need to ensure that the actions were thoroughly embedded. However, such was the pace of change that she felt that the delivery of the service was beginning to feel different and this was attested in several of the external forms of assurance that had been received (see below).

## 6. Ockenden Theme – Compassion and Kindness

Ms Carol McInnes and Ms Annemarie Lawrence (Directors of Operations and Midwifery respectively) gave a compelling presentation about the journey the service has been on to improve the culture. This was matched by equally compelling and candid short video testimonials from three members of staff recounting their experiences of working in maternity services and the changes in culture over time that they had witnessed.

Ms McInnes started by reminding us of the criticisms in the Ockenden Report of the lack of compassion and kindness experienced by many women and families. She went on to explain that when she came into post she undertook, together with the Director of Midwifery, a detailed root cause assessment of the underlying causes of the cultural issues in the service. A number of factors were identified including poor leadership, lack of training and development opportunities, failure to tackle issues/poor behaviours, lack of psychological support, etc. Building on this diagnosis and using the known features that contribute to a positive culture in the workplace a range of work and initiatives had been set in train to help and support staff, including the appointment of a dedicated clinical psychologist.

## 7. External Assurance

Supporting the narrative of service improvement and change in culture, the meeting heard about a number of very positive external sources of assurance as follows:

- **MIAA Internal Audit Report** – providing 'substantial assurance' in a report commissioned to review the processes the Trust has in place to monitor and support the implementation of the of the actions from the first Ockenden Report. The report identified many positive aspects relating to the governance and assurance of the Ockenden actions and has been reviewed by the Audit & Risk Committee. Its key recommendation is that the Trust needs to maintain its focus and momentum at prioritised pace to fully address the remaining actions.

- **CQC Maternity Services National Survey** – whilst in response to the survey questions, the Trust performed ‘as expected’, there were six questions where it performed at a significantly higher rate (including the questions relating to feeding). However, there was a decline in the result for two questions which will become the focus of improvement, although neither of these was statistically worse than any other Trusts nationally. The first related to Question C17 (“If you raised a concern during labour and birth, did you feel it was taken seriously?”) where there was a decline in the Trust’s mean score compared with 2021, although this was still within or slightly better than the national mean. The second related to Question F2 (“If you contacted a midwifery or health visiting team (postnatally), were you given the help you needed?”) where there was a decline in the Trust’s mean score from 9.0 in 2021 to 8.3 in 2022.
- **Saving Babies Lives** – NHSE/I has confirmed compliance with all five elements of the SBL Care Bundle version 2.
- **CNST Maternity Incentive Scheme** – there has been external validation of the Trust’s compliance with each of the ten safety actions.
- **Health Education England Quality Visit Feedback** – positive feedback confirming the excellence of the midwifery students experience at the Trust

## 8. Concluding Remarks

- There was much in the meeting contents that pointed to the service improvements and changes in the culture that were being made. The testimonials from the three members of staff were candid and trustworthy, and the more compelling for that reason. Nevertheless, there was a constant recognition that there is more to do and that, in many ways, the improvement journey is always a continuous one.
- There was also a sobering recognition that it had shamefully taken an external independent enquiry brought about by the perseverance of women and families to bring about the necessary change. We owe those women and families a debt of gratitude and thanks.
- There is a danger and balance to be struck in ensuring that one is not carried away by the amount of positive assurance and good progress. Nevertheless, there is a pace and enthusiasm that carries its own momentum, and I am encouraged to think that hopefully we may be at that point. I want again, therefore, to thank the Maternity Services leadership team for all of their work and commitment to bringing about change and service improvement.
- Finally, it was Dr Anthea Wilson’s last meeting as a Committee member representing Powys Community Health Council due to administrative

organisational changes in Wales. I would like to thank her for her significant contribution – in supporting the work of the Committee, she was always able to make a relevant and perceptive point when needed.

**9. Date and Time of Next meeting**

The next meeting is Tuesday 28 February 2023 at 2.30pm (livestreamed)

**Dr Catriona McMahon**  
**Co-Chair, Ockenden Report Assurance Committee**  
**2 February 2023**