

## Board of Directors' Meeting in Public: 8 June 2023

<b>Agenda item</b>	072/23		
<b>Report Title</b>	Ockenden Report Action Plan Progress Report		
<b>Executive Lead</b>	Hayley Flavell, Executive Director of Nursing		
<b>Report Author</b>	Mike Wright, Programme Director – Maternity Assurance		
<b>CQC Domain:</b>	<b>Link to Strategic Goal:</b>		<b>Link to BAF / risk:</b>
Safe	√	Our patients and community	BAF1, BAF2 & BAF 3
Effective	√	Our people	
Caring	√	Our service delivery	<b>Trust Risk Register id:</b> CRR 16, 18, 19, 23, 27, 7, 31
Responsive	√	Our governance	
Well Led	√	Our partners	
<b>Consultation Communication</b>	Directly to the Board of Directors		
<b>Executive summary:</b>	<p>This report provides an update on the following matters:</p> <ul style="list-style-type: none"> <li>• The position in relation to the actions from both Ockenden Reports, as at 9 May 2023.</li> <li>• The Ockenden Report Assurance Committee</li> <li>• The Maternity Services Open Day</li> <li>• Other information</li> </ul>		
<b>Recommendations for the Board:</b>	<p>The Board of Directors is requested to:</p> <ul style="list-style-type: none"> <li>• Receive this report for information and assurance.</li> <li>• Decide if any further information, action and/or assurance is required.</li> </ul>		
<b>Appendices:</b>	<ul style="list-style-type: none"> <li>• <b>Appendix One</b>, which is contained in the Supplementary Information Pack that accompanies the Board papers.</li> </ul>		

## 1.0 Purpose of this report

1.1 This report provides information on the following:

- The position in relation to the actions from both Ockenden Reports, as at 9 May 2023.
- The Ockenden Report Assurance Committee
- The Maternity Services Open Day, and other information

## 2.0 Context: The Ockenden Reports (2020) and (2022)

2.1 The Board of Directors received the first Ockenden Report – “*Emerging Findings and Recommendations from the Independent Review of Maternity Services at The Shrewsbury and Telford Hospital NHS Trust: our first Report following 250 clinical reviews*”<sup>1</sup> at its meeting in public on 7 January 2021.

2.2 The Board of Directors received the final Ockenden Report – “*Findings, Conclusions and Essential Actions from the Independent Review of Maternity Services at The Shrewsbury and Telford Hospital NHS Trust – Our Final Report*”<sup>2</sup> at its meeting in public on 14 April 2022. The numbers of actions for the Trust to implement from the two reports are, as follows:

Report	Local Actions for Learning (LAFL's) - SATH only	Immediate and Essential Actions (IEA's) - All providers of maternity care in England	Total no. of actions
First – Dec 2020	27	7 Themes – (25 sub actions)	52
Final – Mar 2022	66	15 Themes – (92 sub actions)	158
<b>Totals</b>	<b>93</b>	<b>117</b>	<b>210</b>

## 3.0 Phasing of the delivery of the required actions

3.1 The current timeframe profile for all actions (both reports) to be delivered is, as follows:

Financial year	Number of actions expected to be implemented fully during this period
2021-22	39 (all implemented) *corrected (previously reported as 40)
2022-23	51 (all implemented) *corrected (Previously reported as 52)
2023-24	104 (52 implemented fully)
Yet to be determined	7
Decoped /awaiting national action/decision	10

<sup>1</sup> [www.gov.uk/official-documents](http://www.gov.uk/official-documents). (2020) Ockenden Report – Emerging Findings and Recommendations from the Independent Review of Maternity Services at Shrewsbury and Telford NHS Trust; Our First Report following 250 Clinical Reviews.

<sup>2</sup> [www.gov.uk/official-documents](http://www.gov.uk/official-documents). (2022) Ockenden Report – Final. Findings, Conclusions and Essential Actions from the Independent Review of Maternity Services at The Shrewsbury and Telford Hospital HS Trust.

3.2 With regards to the overall responsibility for leading on the delivery of all the required actions (both reports), the breakdown is, as follows:

Lead agent	Number of Actions
Internal (Trust only)	172
External (combined Trust- external agencies)	38

3.3 All the actions from both reports are summarised in one single Action Plan at **Appendix One**, which is contained in the Supplementary Information Pack that accompanies the Board papers. Also, more detail in relation to any of the actions can be provided on request.

3.4 Since the last version of this report to the Board in April 2023 (with the February 2023 position), the Maternity Transformation Assurance Committee (MTAC) has met twice since, on 14 April 2023 and 9 May 2023, with the cumulative position at that time for the first and final reports, as follows:

Action Ref.	Theme	Previous Rating	MTAC Approved Rating 09/05/23
IEA 11.2 (Final)	Obstetric Anaesthesia	Not Yet Delivered	Delivered Not Yet Evidenced
LAFL 14.12 (Final)	Patient and Family Involvement	Not Yet Delivered	Amber proposals rejected. To re-visit evidence
LAFL 14.61 (Final)	Postnatal	Not Yet Delivered	Delivered Not Yet Evidenced
LAFL 14.54 (Final)	Obstetric Anaesthesia	Not Yet Delivered	Delivered Not Yet Evidenced
IEA 4.5 (Final)	Clinical Governance - Leadership	Not Yet Delivered	Evidenced and Assured
IEA 5.3 (Final)	Clinical Governance – Incident investigation and complaints	Not Yet Delivered	Evidenced and Assured
IEA 5.4 (Final)	Clinical Governance – Incident investigation and complaints	Not Yet Delivered	Evidenced and Assured
IEA 9.1 (Final)	Preterm birth	Not Yet Delivered	Evidenced and Assured
IEA 9.3 (Final)	Preterm birth	Not Yet Delivered	Evidenced and Assured
LAFL 14.37 (Final)	Escalation of concerns	Not Yet Delivered	Evidenced and Assured
LAFL 14.41 (Final)	Multidisciplinary working	Not Yet Delivered	Evidenced and Assured
LAFL 14.54 (Final)	Obstetric Anaesthesia	Delivered Not Yet Evidenced	Evidenced and Assured
IEA 1.5 (Final)	Workforce planning and sustainability	Delivered Not Yet Evidenced	Evidenced and Assured
IEA 3.1 (Final)	Escalation and accountability	Delivered Not Yet Evidenced	Evidenced and Assured
IEA 6.3 (Final)	Learning from maternal deaths	Delivered Not Yet Evidenced	Evidenced and Assured
IEA 8.4 (Final)	Complex antenatal care	Delivered Not Yet Evidenced	Evidenced and Assured
IEA 10.5 (Final)	Labour and birth	Delivered Not Yet Evidenced	Green proposals rejected. To re-visit evidence
LAFL 14.20 (Final)	Improving audit process	Delivered Not Yet Evidenced	Evidenced and Assured
LAFL 14.21b (Final)	Improving audit process	Delivered Not Yet Evidenced	Evidenced and Assured

### 3.5 Off Track, 'At Risk' or 'De-Scoped' Actions.

3.5.1 The following table summarises actions that are either off-track, have reverted to being back on track, or are de-scoped, currently. All de-scoped actions have external dependencies and require national action to resolve them. Further detail is provided at **Appendix One** (supplementary information pack), or is available on request.

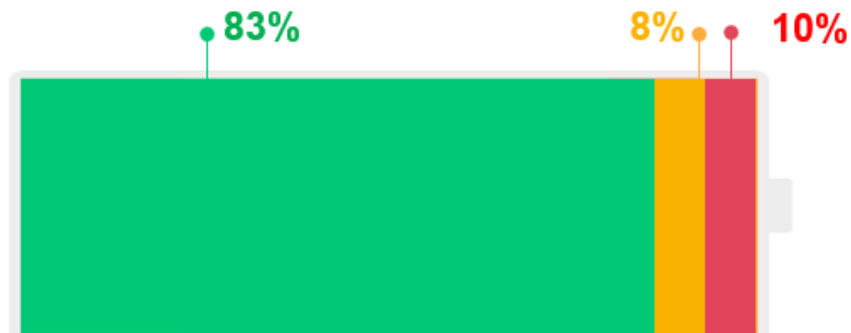
Action Ref.	Theme	Delivery Status	MTAC Decision 09/05/23
IEA 1.4 (First)	Enhanced Safety (Single LMNS)	Not Yet Delivered	Off Track Evidence still not available
LAFL 4.89 (First)	Obstetric anaesthesia (Use of QI methodology/audit)	Delivered Not Yet Evidenced	Back on-track Extension approved to Sep-23, to deliver Green evidence
LAFL 4.100 (First)	Neonatal Service (Staff rotations to other units)	Not Yet Delivered	Back on-track Extension approved to Dec-23, to submit Amber evidence
IEA 2.4 (First)	Listening to women and families (CQC Inspections)	Not Yet Delivered	De-scoped Awaiting formal CQC inspection before determining this
LAFL 14.1 (Final)	Improving management of patient safety incidents (awaiting new PSIRF methodology)	Not Yet Delivered	De-scoped Awaiting national staged roll out of new processes
LAFL 14.64 (Final)	Supporting families after review is published (ongoing investment for specialist MH support)	Not Yet Delivered	De-scoped A national action
IEA 1.1 (Final)	Workforce planning and sustainability (multi-year workforce investment)	Not Yet Delivered	De-scoped A national action
IEA 1.4 (Final)	Workforce planning and sustainability (multi-year workforce investment)	Not Yet Delivered	De-scoped A national action
IEA 1.7 (Final)	Workforce planning and sustainability (national coordinator training)	Not Yet Delivered	De-scoped National course does not yet exist. A national action
IEA 1.11 (Final)	Workforce planning and sustainability (shortfall of maternal medicine physicians)	Not Yet Delivered	De-scoped A national action
IEA 6.1 (Final)	Learning from maternal deaths (MDT/joint review panels)	Not Yet Delivered	De-scoped A national action
IEA 11.4 (Final)	Obstetric Anaesthesia (national core datasets)	Not Yet Delivered	De-scoped A national action
IEA 14.5 (Final)	Neonatal Care (preventing units working in isolation)	Delivered Not Yet Evidenced	De-scoped A national action The Trust submits its reports – awaiting outcomes/outputs

3.5.6 All de-scoped actions will be checked/reviewed quarterly via the Maternity Transformation Assurance Committee, to track any progress with them.

## 4.0 Delivery and Progress Status (rounded percentages)

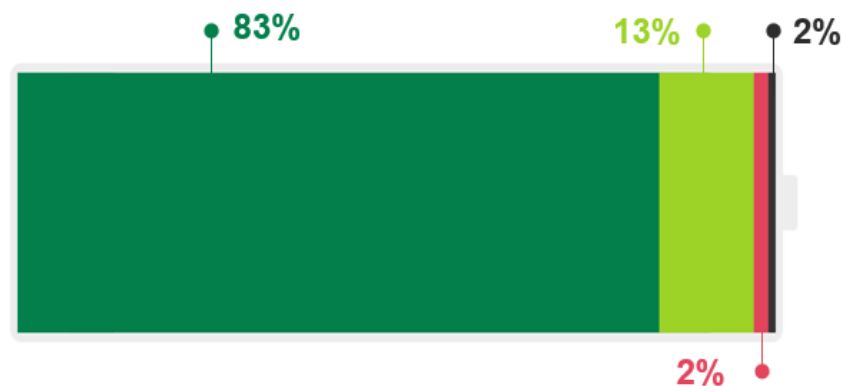
### 4.1 First Ockenden Report (2020)

#### 4.1.1 Delivery battery and statistics



43/52 Actions (83%) 'evidenced and assured', 4/52 actions (8%) 'delivered, not yet evidenced' and 5/52 actions (10%) 'not yet delivered'.

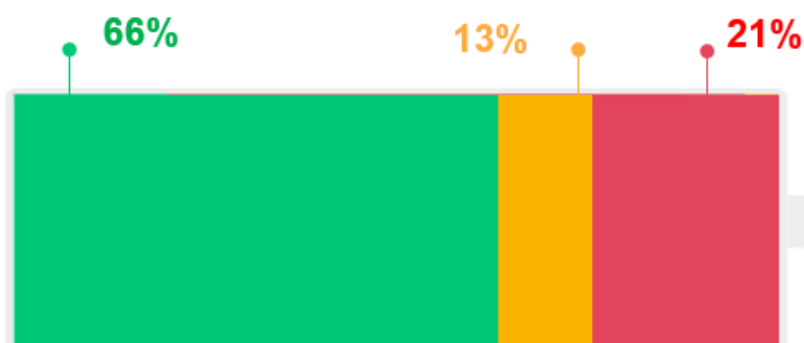
#### 4.1.2 Progress battery and statistics



43/52 Actions (803%) 'complete', 7/52 actions (13%) 'on track', 1/52 actions (2%) 'off track' and 1/52 (2%) 'de-scoped'.

### 4.2 Final Ockenden Report (2022)

#### 4.2.1 Delivery Battery and Statistics



105/158 actions (66%) 'evidenced and assured', 20/158 actions (13%) 'delivered, not yet evidenced', and 33/158 actions (21%) 'not yet delivered'.

#### 4.2.2 Progress Battery and Statistics

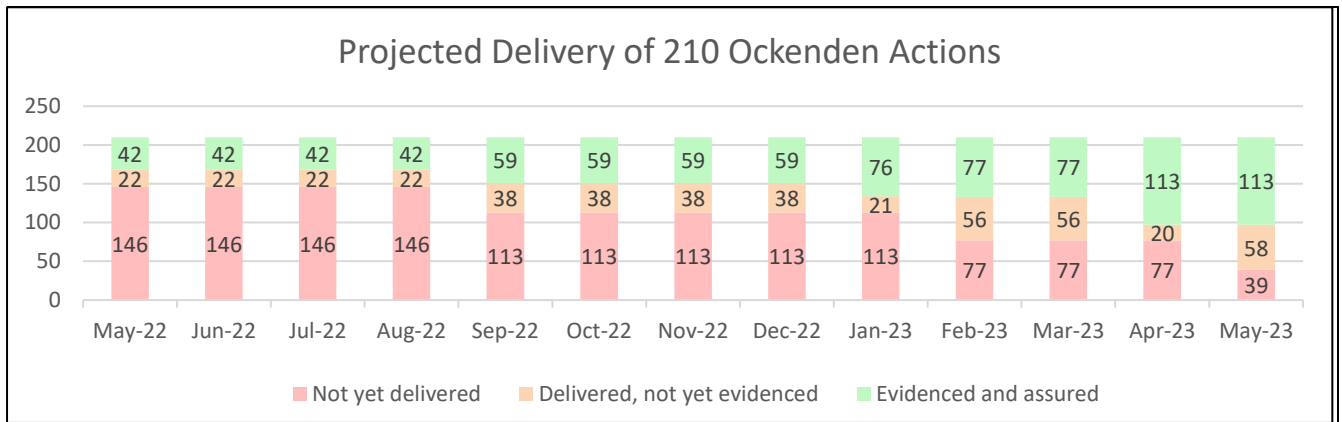


**105/158 actions (66%) 'complete', 44/158 actions (28%) 'on track', and 9/158 actions (6%) 'de-scoped'.**

#### 4.3 Delivery Status – Both reports combined. Planned versus actual.

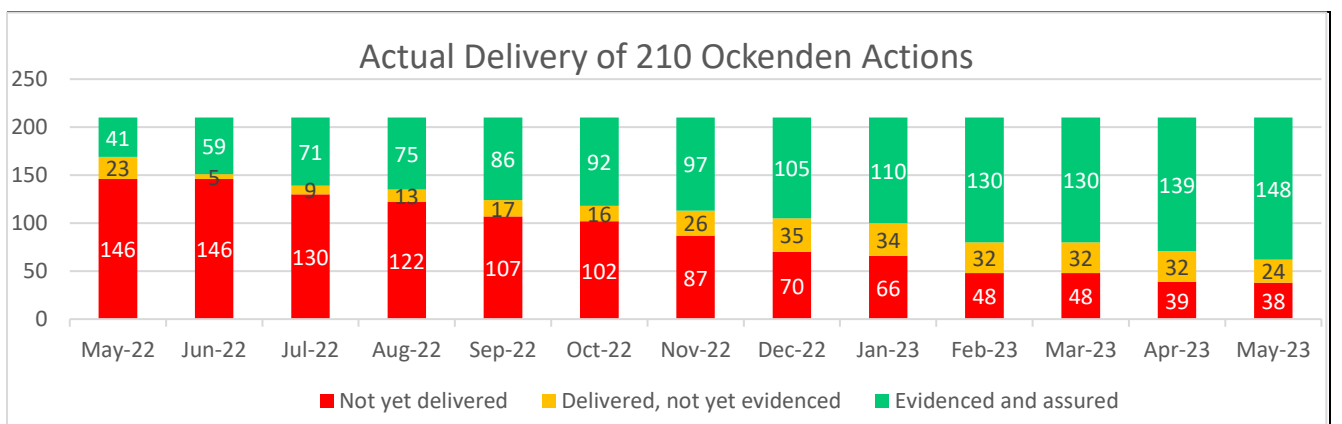
##### 4.3.1 Planned Delivery Trajectory

The following graph shows the projected delivery trajectory for all IMR actions.



##### 4.3.2 Actual Delivery Trajectory

The following graph shows visually the progress that is being made with the delivery of the 210 actions from both reports, and is ahead of plan:



## **5.0 The Ockenden Report Assurance Committee (ORAC)**

- 5.1 ORAC met on 28 April and the next meeting is scheduled for 30 May 2023.
- 5.2 The Chair's report on ORAC is scheduled later at today's meeting agenda.

## **6.0 Maternity Services Open Day**

On Saturday 13<sup>th</sup> May 2023, maternity services held its first open day since before the pandemic, which offered an opportunity for the local community to attend the unit to meet the team and ask any questions relating to their care and experience first-hand. This also provided an opportunity for colleagues to discuss the many improvements the Trust has been making to care and services over the last few years.

There were several stalls available on the day, offering information on a range of subjects such as antenatal and postnatal care, labour and birth, community services, smoking cessation, maternity 'Badgernotes,' maternity voices partnership (MVP), perinatal pelvic health and birth reflection services.

More than 150 people attend on the day. There was so much interest in the hospital tours that colleagues needed to double them volume of people wishing to participate.

Initial feedback on the day was overwhelmingly positive. The Trust has an ongoing post on its maternity Facebook page, and via the Maternity Voices Partnership team inviting feedback and ideas for improvements for the next open day. All in all, this was a very positive day.

## **7.0 Board Educational Event - Maternity**

- 7.1 It has been agreed that there will be an educational event with Board Directors and maternity services colleagues to consider the range of maternity matters that the Board needs to be sighted on, and to agree the best ways to do this. This has been set for Monday 19 June 2023, and all Board members have been invited to attend this.

## **8.0 Other information**

- 8.1 The Director of Nursing and Director of Midwifery presented at a national online seminar, organised by NHSE Midlands region to discuss the learning and improvements from the Independent Maternity Review. This was received positively.
- 8.2 in addition, the Director of Nursing, Director of Midwifery and Clinical Director for Obstetrics presented similarly at the national Baby Lifeline conference on Tuesday 23 May 2023. Again, this was received extremely positively.

## **9.0 Next Steps**

- 9.1 The work to address the outstanding actions from both 'Ockenden' reports continues with energy and commitment, all with the objective of improving care for women and families sustainably and providing a better working environment for staff.
- 9.2 The process for undertaking sustainability reviews of fully delivered (Green/Green) Ockenden actions is being planned via the Maternity Programme Group, which reports

into the Maternity Transformation Assurance Group. It is expected that these reviews will be matched to the divisional forward audit and assurance plan, as part of an ongoing cycle of 'normal' business. The first stage of this work will be to cross reference the Ockenden actions to the audit programme, whilst ensuring that they are all covered. The Board of Directors will continue to be apprised of this work, accordingly.

## **10.0 Summary**

10.1 Substantial progress continues to be made against the delivery of the Ockenden Reports' actions, which remains above plan. From the first report, 47/52 (90% - rounded percentages) actions have been 'delivered', with 43 (83%) of these already 'evidenced and assured'.

From the final report, 125/158 (79%) of the actions have been 'delivered', with 105/158 (66%) of these 'evidenced and assured'.

In total, both reports, 171/210 (81%) of actions are now 'delivered', with 148/210 (70%) now 'evidenced and assured.' Work continues at pace to deliver the rest of the programme.

## **11.0 Action required of the Board of Directors**

11.1 The Board of Directors is requested to:

- Receive this report for information and assurance.
- Decide if any further information, action and/or assurance is required.

**Hayley Flavell**  
**Executive Director of Nursing**  
**25 May 2023**

**Appendix One:** The Ockenden Report Action Plan at 9 May 2023, which is contained in the Supplementary Information Pack that accompanies the Board papers.