

Board of Directors' Meeting: 10 August 2023

Agenda item	093/23b		
Report Title	Ockenden Report Assurance Committee 27 June 2023 – Co-Chairs' Summary Highlight Report		
Executive Lead	Director of Governance		
Report Author	Keith Haynes, Independent Governance Consultant		
CQC Domain:	Link to Strategic Goal:		Link to BAF / risk:
Safe	√	Our patients and community	BAF1, BAF4
Effective	√	Our people	
Caring	√	Our service delivery	Trust Risk Register id: 970, 1083, 1930, 2027, 2065
Responsive	√	Our governance	
Well Led	√	Our partners	
Consultation Communication	N/A		
Executive summary:	<p>The twenty-first meeting of the Ockenden Report Assurance Committee was held on 27 June 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>		
Recommendations for the Board:	<p>The Board is asked to:</p> <ul style="list-style-type: none"> Note the contents of the report. 		
Appendices:	None		

Ockenden Report Assurance Committee

27 June 2023

Co-Chairs' Summary Highlight Report

1. The twenty-first meeting of the Ockenden Report Assurance Committee was held on the 27 June 2023 and was livestreamed 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. In the absence of Ms Maxine Mawhinney, Dr Catriona McMahon chaired the meeting on this occasion.
3. 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 Mrs Annemarie Lawrence (Director of Midwifery) on progress in implementing actions from the first and final Ockenden Reports. We also had a detailed presentation from Dr Patricia Cowley (Clinical Director Neonatal Services) about progress in implementing the Ockenden actions relating to neonatal care and the service improvements which were being made.
4. **Progress Update in implementing the actions from the Ockenden Reports**

Mrs Lawrence confirmed that as of June 2023, of the total 210 Ockenden actions 148 had been evidenced and assured, 28 delivered not yet evidenced and 34 not yet delivered. This compared favourably with projected delivery position (i.e. 113 evidenced and assured, 59 delivered not yet evidenced- and 38 not yet delivered).

Mrs Lawrence went on to explain that the completion rates of the actions from the first Ockenden Report, 47/52 (91%) of actions had been implemented and of these 43 (83%) had been evidenced and assured, 4 (8%) were delivered and not yet evidenced, and 5 (10%) of actions had not yet been delivered with 4 of these de-scoped as lying outside of the Trust's control. From the final Ockenden Report, 129/158 (82%) of actions had been implemented and of these 105 (67%) had been evidenced and assured, 24 (15%) had been delivered and not yet evidenced, and 29 (18%) actions not yet delivered with two-thirds of these underway for delivery.

One of the issues that the Committee has consistently raised relates to the issue of the sustainability of the actions and service improvements that are being made. It was encouraging, therefore, to hear about the development and use of a tool (the Maternity Transformation Assurance Tool) to ensure that green rated actions remain green which comprised of a set of audits and reviews linked to the Ockenden actions to be used on a quarterly basis. In relation to the 'de-scoped' items we have also asked that these

continue to be reported regularly to the Committee so that progress can continue to be reviewed.

5. Ockenden Theme – Neonatal Care (Safe and effective care)

Dr Cowley gave a detailed presentation on the progress in implementing the Ockenden actions and service improvements that have been made. Dr Cowley confirmed that the majority of actions from both Ockenden reports had been actioned and evidenced, sharing with the Committee some of the service improvements which have been made including progress in training Advanced Neonatal Nurse Practitioners, extending the time consultants are resident on the unit, consultant neonatologists rotating to NICUs to maintain competencies, and from September two ANNPs are due to start rotating to NICUs to strengthen training in line with Ockenden recommendations.

Dr Cowley explained that whilst the majority of actions from both Ockenden reports had been actioned and evidenced, there remained four actions that are not yet delivered and these related to neonatal staffing (LAFL 4.100, IEA 14.8, IEA 14.4, LAFL 14.57). The steps that were in place to meet the actions were explained. In particular, in relation to give staff experience of working in other units, it was explained that the limiting factor was often the ability to be able to send staff to other units without a reciprocal return of staff to cover for the loss of a staff member(s). Dr Cowley confirmed that the final Ockenden report had recommended reciprocal rotation arrangements between units and that this was the aim which would make it easier to rotate staff.

Dr Cowley also shared with the meeting a number of service improvements including participation in the PERIPrem care bundle (Perinatal Excellence to Reduce Injury in Premature Birth), pulse oximetry screening, the life support trolley and the Unit being a positive outlier for optimal cord clamping.

6. Discussion and Reflection

In discussion there were several issues that it was felt should be specifically drawn to the attention of the Board of Directors, as follows:

- The current progress in implementing the Ockenden actions based on the projected and actual delivery of completed actions which encouragingly is ahead of schedule.
- Confirmation that progress in relation to de-scoped actions will continue to be reviewed by the Committee and that this was planned for the July meeting.
- In relation to an ongoing concern to ensure that actions that have been implemented and service improvements made continue to be sustained, the Committee was encouraged to hear about the development and use of the Maternity Transformation Assurance Tool to review and audit 'green' actions on a regular basis to ensure that they continue to be sustained.

- Finally, to note that after the July meeting the Committee would meet on a bi-monthly basis in recognition of the fact that it has by now reviewed each of the Ockenden themes on two occasions in its regular monthly meetings since March 2021, and that going forward the Maternity Services team will be completing its work on the implementation of the remaining detailed Ockenden actions.

7. Date and time of next meeting

The next meeting is Tuesday 25 July 2023 at 2.30pm (livestreamed).

Dr Catriona McMahon
Co-Chair, Ockenden Report Assurance Committee
June 2023