

Board of Directors' Meeting in Public: 10 August 2023

Agenda item	098/23		
Report Title	Ockenden Report Action Plan Progress Report		
Executive Lead	Hayley Flavell, Executive Director of Nursing		
Report Author	Mike Wright, Programme Director – Maternity Assurance		
CQC Domain:	Link to Strategic Goal:		Link to BAF / risk:
Safe	√	Our patients and community	BAF1, BAF2 & BAF 3
Effective	√	Our people	
Caring	√	Our service delivery	Trust Risk Register id: CRR 16, 18, 19, 23, 27, 7, 31
Responsive	√	Our governance	
Well Led	√	Our partners	
Consultation Communication	Directly to the Board of Directors		
Executive summary:	<p>This report provides an update on the following matters:</p> <ul style="list-style-type: none"> • The position in relation to the actions from both Ockenden Reports, as at 11 July 2023. • The Ockenden Report Assurance Committee • Other information 		
Recommendations for the Board:	<p>The Board of Directors is requested to:</p> <ul style="list-style-type: none"> • Receive this report for information and assurance. • Decide if any further information, action and/or assurance is required. 		
Appendices:	<ul style="list-style-type: none"> • Appendix One, which is contained in the Supplementary Information Pack that accompanies the Board papers. 		

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 11 July 2023.
- The Ockenden Report Assurance Committee
- Other information

2.0 Context: The Ockenden Reports (2020) and (2022)0

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*”¹ 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*”² 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
Totals	93	117	210

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)
2022-23	51 (all implemented)
2023-24	110
Yet to be determined (national dependency)	10

¹ 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.

² 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

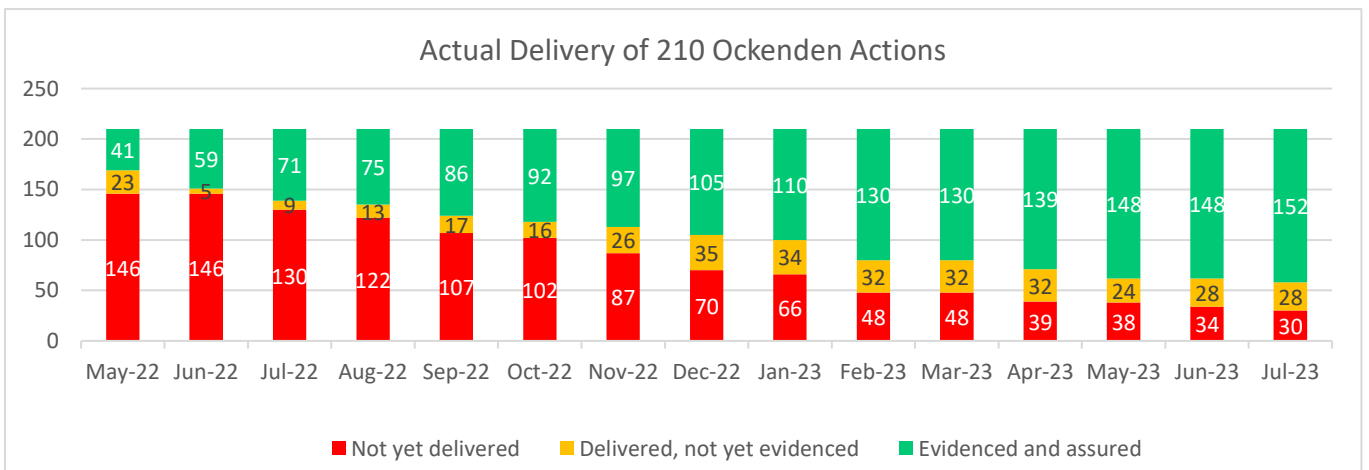
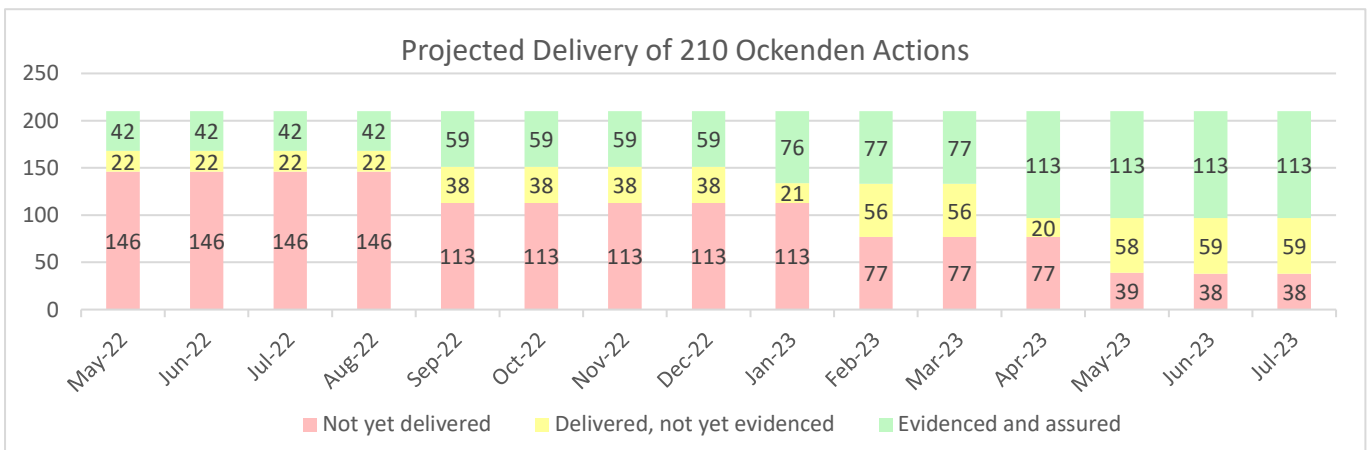
3.3 All the actions from both reports are summarised in one single Action Plan at **Appendix One**, which is contained in the Supplementary Information Pack that accompanies the Board papers. Also, more detail in relation to any of the actions can be provided on request.

3.4 Since the last version of this report to the Board in June 2023 (with the May 2023 position), the Maternity Transformation Assurance Committee (MTAC) has met twice since, on 13 June 2023 and 11 July 2023.

4.0 Action Delivery Progress

4.1 Projected versus Actual delivery trajectories.

4.2 The following charts summarise the projected trajectory for the delivery of all 210 actions (both reports) alongside the actual delivery trajectory, as validated at the Maternity Transformation Assurance Committee. As can be seen, progress continues to be ahead of plan.



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

The following table summarises actions that are either off-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 requirements still not agreed with ICB
IEA 2.4 (First)	Listening to women and families (CQC Inspections)	Not Yet Delivered	De-scoped Awaiting formal CQC inspection before determining this
LAFI 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
LAFI 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

4.2.1 With regards to IEA 1.4 (First report), this action is being led by the Integrated Care Board (ICB). This action continues to be debated with the ICB at the MTAC meetings. While some progress has been made in developing a service level agreement with other LMNS', the expected benefits realisation for this Trust from entering such an arrangement remains, as yet, unclear. The ICB is progressing this further and it will remain a matter arising at MTAC.

4.2.2 All ten de-scoped actions were reviewed at the MTAC meeting on 11 July, with the collective decision of the committee being that they remain de-scoped. They will be checked again in three months' time.

5.0 Sustainability reviews of fully delivered actions.

5.1 In order to ensure that actions that have been delivered fully (Green/Green) are sustained, a group of audits and review processes have been developed for this purpose. Entitled, the Maternity Transformation Assurance Tool (MTAT), these form part of the maternity forward audit plan and will be undertaken quarterly. If an action's performance is not being sustained, the risk remains for that action to revert to a lower rating and for it to be redressed. Progress with the MTAT process will be reported and managed quarterly via MTAC.

6.0 The Ockenden Report Assurance Committee (ORAC)

6.1 ORAC last met on 27 June 2023.

6.2 The Chair's report on ORAC is scheduled later today's meeting agenda.

7.0 Board Educational Event - Maternity

7.1 The Board educational event with the maternity team, to determine the future format of reporting maternity matters to the Board took place on 25 July 2023. A verbal update on the outcomes from this will be provided at today's meeting.

8.0 Summary (rounded percentages)

8.1 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%) actions have been 'delivered', with 45 (87%) of these already 'evidenced and assured'.

From the final report, 133/158 (84%) of the actions have been 'delivered', with 107/158 (68%) of these 'evidenced and assured'.

In total, both reports, 180/210 (86%) of actions are now 'delivered', with 152/210 (72%) now 'evidenced and assured.' Work continues at pace to deliver the rest of the programme.

9.0 Action required of the Board of Directors

9.1 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
20 July 2023

Appendix One: The Ockenden Report Action Plan at 11 July 2023, which is contained in the Supplementary Information Pack that accompanies the Board papers.