

A background image showing a female nurse in a light blue uniform interacting with a young child in a hospital bed. The nurse is smiling and holding a small medical device on the child's arm. Medical equipment is visible in the background. The entire image is overlaid with a semi-transparent rainbow gradient that transitions from blue at the top to red at the bottom.

# **Women and Children's** FIVE YEAR STRATEGY

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incorporating our  
Maternity Services Strategy

## Introduction

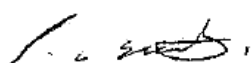
It is with great pleasure that we present the first Women and Children's (W&C) Strategy for the Countess of Chester Hospital NHS Foundation Trust. The Strategy maps out the future for our Women and Children's services to ensure we provide exceptional and safe services for our patients and families in an outstanding facility.

There is no doubt that our Women and Children's (W&C) services have experienced challenges over previous years. We have already begun an improvement journey following requirements to improve in certain aspects of our services. The whole W&C team, supported by the Trust's new leadership team, have demonstrated their commitment to ensure patient care is excellent. We have strengthened the senior team and improved the way our services are supported. We have demonstrated to external stakeholders that there is a positive culture with a desire and dedication to continuously improve.

Our services have some of the best outcomes for patients across the Northwest, we want to commit to continuously improving our services and maintaining these outcomes. There is a focus within this strategy to ensure we provide all our patients, and people interested in our services, with the evidence and information to feel confident in the standards of care we provide and to be assured in our determination to improve further.

There are six main priorities for all our services, which we believe, if we focus on will ensure our services provide exceptional and safe services to patients and families. These areas closely align to national and system level recommendations, requirements, and priorities. The strategy provides details on how we will achieve our vision to be the hospital of choice for women, children, and families, providing exceptional, safe services in an outstanding facility. This will be achieved through our dedication to continuous improvement and our commitment to prioritising and investing in our workforce.

We have chosen to include our maternity strategy within the strategy for all our Women and Children's services. This is because there is now a huge amount of national work and research that has gone into support safe, effective, and responsive maternity services. At the Countess of Chester Hospital NHS Foundation Trust, we are sharing this evidence and learning, across all our W&C services to ensure the highest standards of care for all. We believe our six priorities driven by the maternity national requirements are relevant to all our services.



Pippa Scott-Heale  
Divisional Director



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## Our vision

Our Women and Children's services at the Countess of Chester Hospital NHS Foundation Trust aim to be the services of choice for women and children's healthcare in the Northwest, providing exceptional and safe services to patients and their families in an outstanding facility. We aim to ensure that all our teams are aligned to a clear purpose and that we have a clear ambition.

We outline our priorities and strategy in this document which focuses on our six priorities to maintain our service with excellent outcomes and continue to improve, to strengthen our evidence and compliance with national drivers and to ensure our staff are developed, engaged, and supported. We will do all this in a building which is fit for the future. This strategy will reflect our key priorities for the period April 2024 – 2029.



Our vision will be achieved through these six key and overarching priorities:

**Priority 1: Quality and safety for our patients**

We will deliver safe, effective, accessible services that meet individual needs. We will maintain exceptional outcomes for our patients and families in all our W&C services which exceed national standards. We will ensure we can evidence safe, exceptional care to ensure confidence in our services for both our patients, families and anyone interested in our services.

**Priority 2: A building fit for the future**

Our facilities will be built with patients in mind and from 2025 most W&C services will be provided within a new purpose-built Women and Children's building designed by our clinical teams specifically to meet the needs of our patients.

**Priority 3: Investing in our workforce**

To deliver an exceptional service we need the right people with the right skills who are valued and encouraged to progress. We will ensure staff have protected time to learn and develop and will ensure multiple effective routes for staff to speak up and be heard when needed. We will ensure that when staff do raise concerns these are acted upon. We want all our staff to be empowered to improve care for patients. We want Women and Children's services to be and feel like a place where we all truly count.

**Priority 4: Listening and responding to our service users**

We will listen and learn from feedback that we receive. We will ensure our patients are able to provide feedback about our services in ways that suit them. We will ensure service development includes the patient voice to ensure services are planned around the needs and wants of our patients.

**Priority 5: Continuously improving and streamlining our services**

We will ensure our services are efficient and work for patients. We will prioritise our patients needs and ensure services are planned for them. We will wherever possible ensure patients can access services easily when they are needed in a convenient way.

**Priority 6: Purposeful leadership**

In Women and Children's services we recognise that our leaders work at every level, and we know that successful leaders do not behave in identical ways. We want to ensure this is recognised so that leaders can contribute their different qualities and develop their individual capabilities to lead.

It is our priority to ensure our services are led with integrity and that leaders are available to support staff when needed. Our leaders will prioritise creating an environment where others can contribute so we can continue to grow an inclusive culture.

## How we developed this strategy

The vision for the service and the priorities have been developed with members of our teams across the Women and Children's services, service users, and our internal and external stakeholders. We asked our staff what their and their teams' priorities are, and what they want to be in place to become outstanding services. We held focus groups and held team meetings to ensure everyone's voice was captured and to ensure all services were engaged in outlining how our vision will become a reality. We engaged service users through focus groups to understand what was important to them. We also asked our commissioners what was important to them.

## National context

There is a range of guidance, standards and priorities set by different national bodies which have been developed to improve outcomes for mothers their babies, children, and young people, neonatal services, and women's health. We are dedicated to ensuring that our services integrate these recommendations and requirements into our planning to guide our improvements.

When we developed this five year strategy at the beginning of 2024, the following national and regional requirements were some of what we considered - Better Births/National Maternity Transformation Program, the NHS Long term plan, Each baby counts; Saving Babies Lives (version 3), Maternity Incentive Scheme, MBRRACE, ATAIN and MatNeoSIP, Our Local Maternity and Neonatal system, and the NCEPOD report - The inbetweeners, the NHS three year plan and Women's Health Strategy for England.

We are fully aware that the landscape is constantly changing with new requirements and priorities published regularly. This brings challenges to our teams, and is why we have built a strategy, which we believe will continue to provide the local changes and priorities needed for our services but also allows the foundations for a service which can improve and adapt to the changing landscape.

## Introduction

The Women and Children's Strategy is a key document for our services which outlines our plans and aspirations for the future of our Women and Children's services.

The document outlines the priorities of the service to best meet the needs of our community and patients. Our Women and Children's services consist of maternity, gynaecology, breast, paediatrics, community paediatrics, neonatal services, and our Milk Bank. All our W&C services are within two care groups each with a triumvirate leadership team.



## Our values

Our values are based on the Trusts values of Safe, Kind, Effective. We asked our teams what these values meant to them.

### Kind

- We work with integrity and respect for each other.






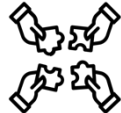
### Safe

- We prioritise safety and continuous improvement.

### Effective

- We believe in working together to be the best for our patients and families.

The Women and Children's Strategy aligns to the Trust's strategic priorities. They are slightly different due to the national and regional drivers for W&C services, and below we have demonstrated how these contribute to the Trust's overall strategic priorities and will contribute to the Trust's overall vision.

Women and Children's priorities	Our Trust's strategic priorities					
	Leadership	Patient and family experience	Population health	Adding value	Partnerships	Team culture
						
Quality and safety for our patients						
A building fit for the future						
Investing in our workforce						
Listening and responding to service users						
Continuously improving and streamlining						
Purposeful leadership						

## Why the Countess of Chester Hospital?

### An introduction to our services

Our Women and Children's services are based at the Countess of Chester Hospital and include:

- Maternity
- Gynaecology services including gynaecology oncology.
- Breast care services
- Acute paediatrics
- Community paediatrics/Neuro development team
- Neonatal services
- Milk Bank at Chester
- Children's and Young People's Complex Care Packages Team
- Paediatric community nursing teams

#### Maternity

Our Maternity services provide care throughout the pregnancy, birth, and postnatal journey for nearly 3000 patients per year. We aim to provide an individualised patient focussed approach. The overall philosophy is to provide each woman with the appropriate care, at the appropriate time, for the wellbeing of both the mother and baby. The default is for all patients to have midwifery led care within the community, with shared hospital consultant care for those with identified risk factors. We promote shared decision making with the service user at the centre.



We are a multi-disciplinary team, dedicated to providing a high level of quality safe care. We provide specialised services which include pelvic health, perinatal mental health, smoking cessation, high risk obstetric care including medical disorders, fetal medicine, and prenatal diagnosis as well as a service dedicated to twin pregnancies. In addition, pre-conceptual and postnatal counselling clinics are provided.

### **Gynaecology services**

The Gynaecology service provides complete care for women including emergency admissions, out-patient, day-case and in-patient services. The philosophy of care for gynaecology is one stop investigation of patients as an outpatient, use of ambulatory services and minimal access techniques for surgical intervention. The Gynaecology services have a team of consultants and nursing staff that specialise in the management of gynaecology problems. Our services include general gynaecology, urogynaecology, colposcopy, hysteroscopy, endometriosis, and other specialist services such as early pregnancy assessment.



We offer a wide range of services to support the diagnosis and treatment of a wide range of conditions. We have a team of highly trained nurses who specialise in various areas of gynaecology and have recently welcomed new nurses to the team, who work within each area. We work closely with sonographers, who support us daily in the running of our clinics.



### **Breast Care Services**

The Breast Service offers a holistic service for breast assessment and management including combined symptomatic 2 week wait assessment, NHS breast screening, management of benign (non-cancer conditions) and malignant (cancer). We offer a full range of modern oncoplastic surgery options and reconstruction with close links with the local plastic surgery service for collaborative case review and the regional plastic surgery service for flap-based reconstruction. We are national exemplars for day case surgery including immediate reconstruction and low complication rates.

We innovate and advance modern breast practice including the implementation of a Community Breast Pain Clinic.

Our specialist radiology team use state of the art imaging with mammography, ultrasound, tomosynthesis, MRI and the only regional breast service to offer contrast enhanced mammograms (CESM).

Our specialist breast care nurses and cancer support worker support our patient with holistic needs clinics, health, and wellbeing events for living well beyond cancer, a specialist holistic needs clinic specifically created for those living with metastatic disease. We have weekly physiotherapy sessions to support patient rehabilitation after surgery. Our service also offers family history assessment and risk stratification and surveillance, prosthetic/bra, and swimwear fitting, lymphoedema assessment and nipple areola tattoos to complete the reconstruction aesthetics. We manage complex wound care for all our patients. We continue to offer remote and face to face support for advice and guidance for all our patients throughout their period of post treatment surveillance.

We are actively involved in multiple national/ regional and local audits and national trial recruitment. We actively review our service and update our management in line with new evidence and guidelines.

We offer teaching sessions to our colleagues in primary care and secondary care including teaching events for new nursing staff in ward areas.





## Acute Paediatrics

Our paediatric services provide care to patients up to the age of 16. We have a 20 bedded ward with 2 high dependency beds and dedicated adolescent bays. We have a dedicated team of nurses, assistant practitioners, nursing assistants, medical staff, play specialists, support workers and therapists. Our Children's Assessment Unit (CAU) works closely with our Emergency Department (ED) team to treat and manage acute illness. Our CAU is led by our advance paediatric nursing team. We have lead consultants and specialist nurses who provide specialist care for paediatric diabetes, endocrinology, epilepsy, dermatology, allergy, cardiology, cystic fibrosis, asthma and rheumatological conditions for example.

We provide shared care with Alder Hey Children's NHS Foundation Trust for oncology patients and their families both as inpatients and in the community. By providing shared care, the service ensures that aspects of treatment can be delivered closer to a patient's home and in some cases in the home.

Our play team provide play, recreation, and activities to assist patient development, aid recovery, provide distraction and ensure a child and young person friendly environment. This team although based on inpatients, work in all our areas and provide play and distraction in a mixture of settings including theatre and paediatric outpatients. This team will also work with children who are due to come into hospital and may have some fears or phobias preventing this.



## Community paediatrics/Neuro development team

The community paediatric service includes a team of paediatricians, nurse specialist, assistant psychologists and speech and language therapists. The team provide a service for assessing and treating neurodevelopmental conditions such as autism, attention deficit hyperactivity disorder (ADHD), developmental delay, cerebral palsy, and other aspects of neuro-disability up to the age of 16 years. We receive referrals from schools as well as early years services, social care, and general practitioners.

We also provide a paediatric service for specialist educational settings to review children with complex needs in their school. We work closely with our acute paediatric colleagues, other professionals within a multidisciplinary team, the child development team and Child and Adolescent Mental Health Services (CAMHS).

Statutory duties include undertaking a number of assessments required for children who are under the care of the local authority including adoption and fostering. We also carry out the health assessment required for Education, Health and Care Plans and child protection medical examinations. The team contains the named and designated doctors for safeguarding, providing safeguarding support for the trust and for the local authority, respectively. We provide safeguarding training for hospital staff and trainees.

### **Neonatal services**

The Neonatal Unit at the Countess of Chester Hospital is a local neonatal unit (LNU). We have facilities to provide short-term intensive care as well as high and low dependency care. We also provide care to babies who remain with their parent on the post-natal ward to prevent parent-child separation. Our nursing staff work within national frameworks for safe staffing.

Our community outreach team works closely with families prior to discharge and through the transition to life at home. They work closely with our dedicated lactation consultant, tongue-tie practitioners and allied health professionals to make sure all babies have the best, individualised care we can provide. We have a state-of-the-art neonatal unit designed to have family-integrated care at its heart. Families are a vital part of the team caring for their child and are supported to be always part of their baby's care. The Neonatal Unit has facilities for parents to care for their baby 24 hours a day, with the ability to sleep at the cot side. We have family spaces for eating and relaxing away from the main clinical areas as well as a playroom and outdoor play space for siblings when visiting. Our unit psychologist and peer supporters are also hugely important in helping families adjust to life with a baby on the neonatal unit and beyond.





### **Milk Bank at Chester**

The Milk Bank at Chester is the largest NHS milk bank in England and has provided donor milk to over 70 neonatal units. We supply safe, screened, pasteurised donor milk across England and Wales.

### **Children's and Young People's Complex Care Packages Team**

The purpose of the Children and Young People's Complex Care Packages is to empower children with complex health needs to achieve their full potential in life by:

- providing a high standard of holistic care and support
- working in partnership and negotiation with families, and collaboratively with multi-agency partners
- promoting a kind, caring and compassionate environment to support the safety and wellbeing of children, families, and team members.

### **Paediatric Community Nursing Teams**

This team currently consists of six children's community nurses who specialise in epilepsy, diabetes, asthma, cystic fibrosis, oncology and palliative care, rheumatology, and other generic conditions. They provide expert knowledge, advice, and guidance. The team facilitate early discharges, admissions to an inpatient setting with support, provide advanced nursing care at home, run nurse led clinics and work as part of the multi-disciplinary team (MDT). The team look after a large number of children and young people and care for them throughout their childhood. They then prepare them and facilitate the handover of these patients to adult services for those that require this.





### **Our new Women and Children's building**

Our strategy is written at an extremely exciting time for our services with our new state Women and Children's building set to open in the Summer of 2025. It enables our overall vision of providing outstanding services within outstanding facilities to be a true reality.

In June 2023 the Trust's business case to construct a new building to eradicate the risk associated with reinforced, autoclaved aerated concrete (RAAC) in the existing building. We are proud that the design of the new building has been led by contributions from all the clinical teams who provide W&C services and with significant input from service users. Work began in 2023 and has proceeded at pace with new teams moving into the new building in summer 2025. The building will be light, airy and will accommodate all patient groups and those with protected characteristics as part of our ambition to be a modern place to deliver care.

There has been particular focus on configuring a single bedroom layout with ensuite facilities that will support a holistic and family centred approach to care. There has also been a focus on generating an attractive workplace for our staff with rest room, training space and reflective space as an integral part of the design.

Our new building will provide outstanding facilities for our patients and staff and will include.



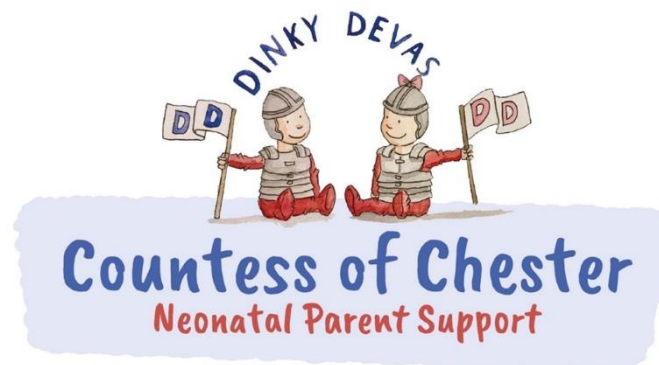
- Single rooms with ensuite bathrooms for our women and birthing people who stay before or after the birth of their babies.
- Beds for parents next to all our neonatal and paediatric bedsides
- Single rooms with ensuite bathrooms for our paediatric patients and their families
- Outpatient facilities which will support one stop clinics.
- Increased facilities for staff including rest areas.
- Better food and beverage facilities for families and staff

## Things we do well and are proud of

Within our W&C services we have seen a transformation in the way we plan and deliver care/ We are most proud of the following examples:

### Our Dinky Devas

Dinky Devas is the Countess of Chester neonatal parents support group. We provide parents with the opportunity to connect with others who understand what it is like to have a baby or babies in special care. The group is run by our staff and a special group of volunteers who throughout the year organize and provide support groups.



### The Milk Bank at Chester

The Milk Bank at Chester is the largest NHS milk bank in England and has provided donor milk to over 70 neonatal units. We supply safe, screened, pasteurised donor milk across England and Wales. The Milk Bank at Chester continues to grow year on year, sending over 2000L of milk donated by over 240 families in 2023, working together to support the most vulnerable babies in our society. The introduction of a comprehensive barcoding system in 2024 will further establish our gold standard practice.

Sustainability is key to the growth of the Milk Bank and we work to support the Greener NHS National Programme's strategy of delivering a Net Zero NHS, and as such we are incredibly proud of our growing network of Milk Bank Satellites which allows donor milk to be available 24/7 and with most of our units within a 40 mile radius of one of our five





network satellites, we are supporting the Blood Bikers to reduce mileage and their carbon footprint, whilst supporting equitable access to donor milk and milk donation.

The team are most proud of the Memory Milk Gift led by our dedicated team within the Milk Bank at Chester. We advocate for mothers to have access to information about their lactation choices after loss and are here to facilitate bereaved families to donate milk in memory of their baby, should they wish to do so. The team have been involved in supporting the British Association of Perinatal Medicine (BAPM) Framework for Lactation and Loss, co-developing information for families and health care professionals, with the parent voice at the heart of everything that we do. The team have been supporting neonatal palliative care training, as well as having articles published in *Infant Journal*, posters at both BAPM and a Baby Friendly Initiative (BFI) and presenting at the 4Louis Baby Loss Conference 2023 and the REASON conference 2023. We are committed to further continuing this work, creating further partnerships outlined in our strategy, providing education resources, and most importantly supporting families to donate milk.

As the Milk Bank enters its 21<sup>st</sup> year, the Chester team look forward to continuing to grow and support our network of donors, and the volunteers who support the Milk Bank, to ensure donor milk is available, wherever and whenever it is needed.



### **Our Professional Midwifery Advocates (PMA) support team**

The PMA service was officially launched in November 2023 and there are currently eight registered PMAs within our maternity workforce. The service aims to ensure midwives feel valued and can enhance our maternity services through their professional work and expertise. The role of the PMA follows an Advocacy and Education for Quality Improvement model (AEQIP).

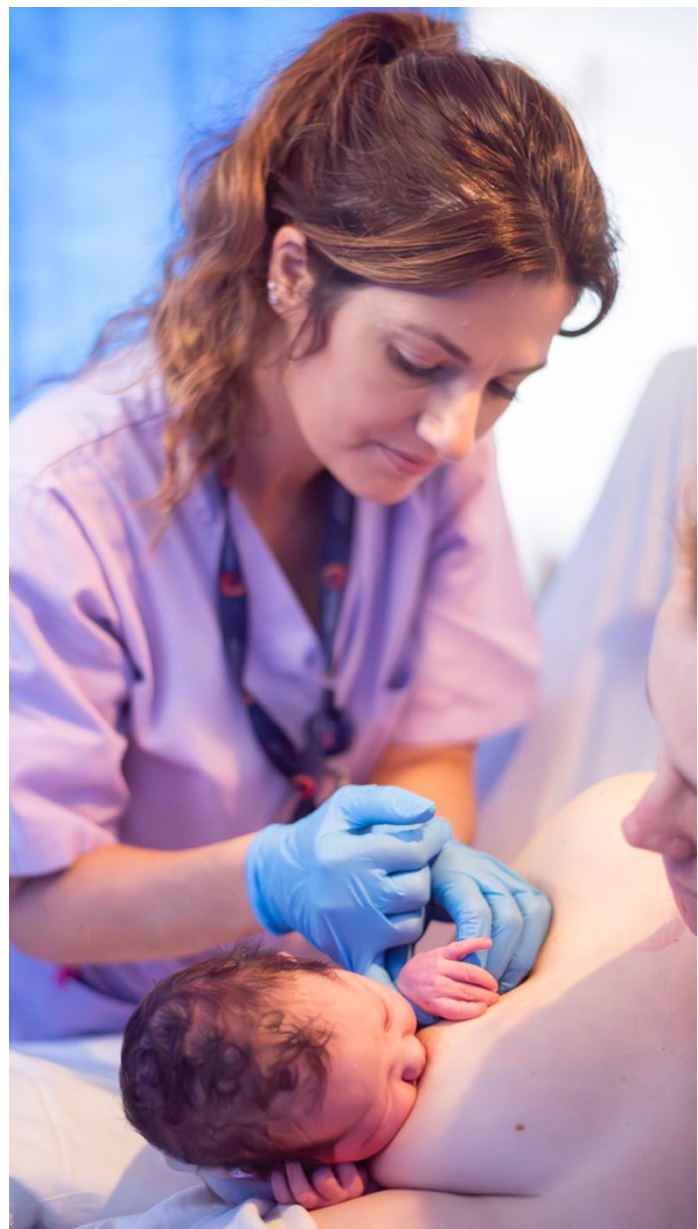
AEQUIP has four definitive roles which include education and development, personal action for quality improvement, restorative clinical supervision (RCS) and a normative function which focuses on evaluation of standards in practice. Midwives are encouraged to use the PMA service for 1-1 RCS sessions, preparedness for revalidation and provides safe space for midwives to reflect, thus enhancing care for the women and babies that are cared for at our Trust.

### **Our Feeding Team**

The infant feeding team consists of midwives, neonatal nurses, midwifery support workers and admin support, who are trained and dedicated to providing feeding support. During pregnancy, the infant feeding team provide infant feeding workshop to all pregnant service users, this focuses on building close and loving relationships and how to get feeding off to the best start. Services users can also be referred, in pregnancy, to the team for individualised one to one conversation. The infant feeding team also provide antenatal colostrum harvesting kits and run a weekly colostrum harvesting workshop.

The infant feeding team are available daily to provide support with early feeding difficulties. The team can provide individualised feeding plans, face to face support in hospital, ongoing telephone support at home, and provide a breast pump hire service. Two members of the team are lactation consultants and tongue tie practitioners, who jointly run a specialist infant feeding clinic for service users facing ongoing or complex feeding difficulties, including a frenulotomy service.

The infant feeding team also provide education and support to staff. This is done in a variety of ways including joint mandatory training, topics of the month, infant feeding noticeboards and an Instagram page for all Trust staff. The team are also striving to improve and innovate the infant feeding



support provided. Two further tongue tie practitioners are undergoing training and the team plan to provide training for a further lactation consultant. The infant feeding team aim to strengthen their relationships with peer support and health visiting services. Both the maternity and neonatal services are working towards full BFI gold accreditation.

### **Our FiCare accreditation**

The Health and Social Care Act emphasises the importance of integrated care across the National Health Service (NHS). In 2019, the Neonatal unit embarked on introducing a family centred approach to care which is now known as Family Integrated Care (FiCare). It recognises parents as true partners in their baby's care, placing them at the centre of decision making and empowering them to be their baby's primary caregiver. Our neonatal service was first in the Northwest to achieve the FiCare accreditation believing that all parents should have the opportunity and be supported to care for their babies.

### **Commitment to continuous improvement training**

The Women and Children's Division have committed to training and development in continuous improvement knowing that if we are to embed continuous improvement, we need to apply consistent methodology that our staff recognise. In April 2024 the W&C Division had 192 members of staff who had attended dedicated improvement training.

## **Our priorities – how we will achieve this.**

Against each of our priorities we have identified an overarching mission and a number of goals which will enable us to meet the mission. The goals we have set are challenging for our services. We know our staff are under pressure to improve health outcomes, deliver quality services and make good use of resources but we also know we must do this at the same time as putting women, birthing people, our patients and families at the heart of everything we do to provide exceptional services.

Throughout each priority we have considered and championed equality, diversity and inclusion for our patients and our teams. We want all our patients and families to achieve health outcomes that are as good as the groups with the best health outcomes. For this, our services will respond to each person's unique health and social situation – so that care is safe and personal for all.

### **1. Quality and safety**

We will deliver safe, effective, accessible services that meet individual needs. We will maintain exceptional outcomes for our patients and families in all our W&C services which exceed national standards. We will ensure we can evidence our safe services to ensure confidence in our services for our patients and those interested in our services.

To ensure exceptional Women and Children's services we will

All services

- Exceed national set targets within our services. Where we fall short, we will ensure we quickly take action to improve and provide evidence that we have improved.
- Have a Care Quality Commission Rating of Good overall with outstanding elements across all our services.
- When we can, and are able, we want to take healthcare to our patients ensuring our services flex to meet patient needs. This will include working closely with primary care to ensure patients are being seen in the most appropriate place.
- We will ensure our staffing teams meet the needs of our patients.
- Throughout 2024 we will implement the Patient Safety Incident Response Framework (PSIRF) approach to support learning and a compassionate response to families following any incidents.

#### Maternity

- Ensure a commitment to give women access to pelvic health services, maternal mental health services and ensure the availability of bereavement care services, seven days a week.
- In maternity we want to provide a continuity of carer team for those who's outcomes would be most impacted.
- We will focus on meeting the standards of the National Bereavement Care Pathway
- We will maintain Maternity Incentive Scheme standards maintaining 10/10 compliance with the safety actions
- Meet the national recommendation to half the 2010 rates of stillbirth, neonatal and maternal deaths and brain injury occurring during and soon after birth

#### Paediatrics and Neonatal services

- We will deliver safe and effective individualised packages of care for the children and young people for whom we are commissioned to provide care. We will ensure feedback from service users is collected to ensure we are achieving this for our families.
- Ensure our neonatal services are providing the care needed for our local population and ensure families are at the heart of decision making.
- We want to ensure our paediatric patients who need ongoing care have the support required to transition into adult services.



### Gynae and Breast Services

- We want to provide a better experience for patients who experience early loss during pregnancy ensuring they are cared for in the most appropriate place, by trained staff with appropriate skills.
- We will ensure our services are diagnosing suspected cancer patients as quickly as possible, using the best pathways possible. We will work towards 80% of cancers being diagnosed at stage 1 and 2 by improving access to services.

## 2. A building fit for the future

Our facilities will be built with patients in mind and from summer 2025 most W&C services will be provided within the new purpose-built and clinically-designed Women and Children's.

To ensure exceptional services we will:

- Ensure all areas of the new build are designed for patients with their specific needs in mind.



- Always provide our patients and families with privacy and dignity
- Increase the number of theatres to ensure safe services
- Provide better facilities for our staff to work in.



### 3. Investing in our staff

To deliver an exceptional service we need the right people with the right skills who are valued and encouraged to progress. We will ensure staff have protected time to learn and develop and will ensure multiple effective routes for staff to speak up, be heard and ensure when staff do speak up this is acted upon when needed.

- Prioritise staff training, learning and development ensuring teams have designated time available.
- We will ensure all staff have the training, supervision, and support they need to perform to the best of their ability.
- We will prioritise effective staff appraisal to focus on professional development and staff competence. We want to ensure staff can grow and develop within the service and can access these opportunities when needed.
- Ensure our mandatory and statutory training compliance is consistently exceeding the 90% Trust target.
- We want to ensure our nursing and midwifery workforce can contribute to developing our services. We aim to have more Advanced Nurse Practitioner (ANP) and midwifery roles and roles at consultant nurse level to lead our services.
- We will encourage empowerment of our Band 4s and we will explore opportunities to extend their role particularly within our paediatric care packages team.
- We want to ensure our staff are empowered to make changes and can do the best for their patients. We will encourage leadership of change at all levels.
- When we do well, we will ensure this is celebrated and shared.
- We will ensure we provide our students with a safe and supportive learning environment which is tailored to individuals using the most up to date, evidence-based training packages and equipment.
- We will have retention plans within each of our services which will focus on job satisfaction.





- We want our leaders to feel suitably trained and supported to be able to perform in their role. We will engage and champion the Trust's leadership framework to support our leaders.

#### **4. Listening and responding to our service users**

We will ensure our patients are able to provide feedback about our services, which is listened to and acted on. We will ensure service development includes the patient voice to ensure services are planned around the needs and wants of our patients. The Trust's Patient and Family Experience Strategy will inform our approach to improve standards, provide better care and above everything else, make sure our patients have the best experience possible in our hospitals.



- Ensure there are multiple ways patients can have their voices heard when they want to give feedback about our services.
- Ensure our service users are integral to service improvements and involved in the design of new services.

- We want to design service-user feedback tools that our families are happy to use and engage with – for example, the long-term nature of our involvement with the children / young people and families we support within our services.
- To further develop our service information booklet by working with our equality and diversity colleagues and seeking the support of the Communications team to create a truly user-friendly document which underpins and encourages engagement.
- Use our patient experience vision as a commitment to our patients and families.

## **5. Continuously improving and streamlining our services**

We will ensure our services are efficient and work for patients. We will prioritise our patients needs and ensure services are planned for them. We will, wherever possible, ensure patients can access services easily when they are needed in a convenient way.

### **All services**

- We will implement best practice consistently, including the updated Newborn Early Warning Track and Trigger (NEWTT-2) and new Paediatric Early Warning Score System (PEWS) tools by 2025.
- We will continue to improve our digital capabilities and continue to prioritise the work for patients to access their records and interact with their digital care plans and appointments.

### **Maternity**

- We want to ensure our specialist services are available to all those that need them. We will particularly focus on our pelvic health service, incontinence and post-natal support where currently waiting lists are longer than we want them to be and services are difficult to access.

### **Paediatrics and neonates**

- We want to link with schools to provide education sessions on long term conditions such as diabetes, epilepsy, and cystic fibrosis. We want to provide education sessions to our population to help them lead the healthiest life possible. Sometimes we will lead on this work and at other times we will be one of multiple partners focused on achieving improved health outcomes for our communities.
- We will work closely with other services that care for children, to ensure that services are centred around the needs of children and families. For example, CAMHS, schools, social care, and other specialist hospitals.

### **Gynae and breast**

- We will work with GPs to ensure those patients that need our care are referred to the right clinic. This will ensure those that most need our help quickly are prioritised and have access to the most appropriate person.
- We want to ensure that patients who access our services get the right care in the right place and when able to only need to access our services once. We will implement one stop services and ensure our services are built around patient needs.
- In Breast services we will improve our access to services providing a community-based breast pain clinic.



- We will ensure we have services that meet the needs of our patients for example in Breast services we will hold a menopause group for women with breast cancer that will incorporate holistic therapies and acupuncture.
- We will have health, wellbeing, and support sessions.



## 6. Purposeful leadership

We will ensure our services are led with integrity and that leaders are available to support staff when needed. Our leaders will prioritise creating an environment where others can improve our services for patients.

- We will create a team where everyone feels valued and listened to, where people feel their individual contribution makes a difference to patient care.
- We will prioritise the development of leaders in our services ensuring we have succession planning in place for our most senior roles.
- We will demonstrate kindness to everyone and take time to know our colleagues.

- We will support and empower our team, encouraging them and will recognise good work.
- We will ensure leadership development is prioritised.

## Timeline

The timeline illustrates what we want to achieve over the coming five years.



## Strengthened leadership team and improved organisational structure.

We now have a clinically led and strengthened leadership team for our Women and Children's Division. The three directors of the service report and are line managed directly by the executive team to ensure and support the delivery of safe quality care and that any concerns are escalated and addressed quickly.

The Trust is committed to ensuring the standards and the structure of Women and Children's services enables the most senior leaders and board level members to identify promptly areas of concern.

The W&C senior team is dedicated to providing support to services to achieve our ambitious plan *to provide outstanding care, deliver high quality standards of care in outstanding facilities.*

Our Women and Children's services now sit within two care groups with dedicated triumvirate teams alongside strengthened governance teams.



In addition to the triumvirate teams, we have committed in our priorities to train and support our leaders at all levels. We want all our leaders at all levels to feel suitably trained and supported. This means supporting our staff to:

- Take part in the Trust's leadership framework
- Support mentoring and coaching
- Seek opportunities to shadow other colleagues
- Attend Continuous Improvement training
- Explore 360 feedback opportunities
- Attend EDI training
- Attend NHS leadership programs



## Summary

Our strategy is ambitious and sets out our commitment to improve care, enhance our standards and make sure we are delivering the best possible care in the best possible environment for our patients, service users and their families.

They are our priority and are at the core of our approach as we look to improve satisfaction and the experiences people have when accessing our services. This means we also need to focus on our staff so that we create the right environment for them to thrive. We want our team to be engaged, encouraged and supported to do their best work and to grow as individuals in their chosen career, sharing their experiences and learning with others.

Our building will be a focal point for much of our work as we move from a 1970s facility into a new, clinically designed fit for purpose building that will meet - and hopefully exceed - the needs and expectations of our patients and service users.

We are committed to continuously improving, to constantly learning and to making sure the people we care for within our services and those who provide that care are at the very heart of everything we do to improve.