
Update on Shaping a Healthier Future and Readiness for Maternity Services

1. Implementation Timeline

- 1.2 Ealing CCG deferred the decision, from November 2014 to early 2015, for when Maternity Services at Ealing will cease.
- 1.3 LNWHT continues to work closely with the SaHF Programme Board around readiness to implement proposed changes.

2. Ealing: Handover Site

2.1 Workforce:

- 2.1.1 Consultation exercise with midwives has been completed. Staff have had the opportunity to visit the 'receiving hospitals' as well as open 'Recruitment' fairs held on the Ealing site, hosted by the Heads of Midwifery from the receiving sites.
- 2.1.2 The large majority of midwives have been accommodated with their first choice hospital for TUPE.
- 2.1.3 There has been a very engaging HR process with the staff. Individual midwives will receive a letter before Christmas confirming to them their future employer. There is an appeal process in place, although no significant problems are anticipated.

3. Communication with our Users

Clinical and Management teams at Ealing have been working closely with SaHF and LNWHT's own Communications team on the content, timing and quality of communications to the following cohorts of users:

- 3.1 Women already booked to deliver their baby at Ealing before the end of March 2015.
- 3.2 Women already booked to deliver their baby at Ealing after March 2015
- 3.3 Women registering their pregnancy with Ealing since 6th October 2014.
- 3.4 General practitioners regarding referral patterns to remain business as usual.

4. Ealing Community Hub Model

Women can choose their top three preferences for delivery unit from six choices in NWL.LNWHT women can choose to receive their antenatal and postnatal care either in the

community or at one of the 3 trust sites. (Ealing) Women on a low risk pathway are able to access the full pathway of care close to their home in community or at one of the 3 trust sites. Women on an intermediate or high risk pathway will access Obstetrics led appointments at all 3 trust sites and will only need to travel to Northwick Park for delivery. The following provision will remain in place at Ealing for women booked with LNWHT:

- 5.1 Community Midwifery – low risk antenatal / postnatal care / parent education.
- 5.2 Consultant Led – high risk antenatal clinics.
- 5.3 On site Maternity Ultrasound & Antenatal Screening

Elective & Emergency Gynaecology will remain at Ealing site from Day 1, although the Model of Service may be expected to change after a reasonable transition period. Fundamentally, the Emergency Gynaecology Service is essential in supporting ED performance and the Emergency Care Pathway.

5. Known Risks

6.1 Unplanned Activity Changes.

- 6.1.1 Whilst SaHF implementation of planned changes are not due to take place until after the decision-making date, Ealing Maternity Service has started to experience a significant reduction in Maternity referrals for November 2014.
- 6.1.2 This has been communicated to Ealing CCG and the SaHF Programme Board, as well as LNWHT Internal Project Board.
- 6.1.3 This 'premature' shift in activity may be due to:
 - Women exercising their choice.
 - GP Referral behaviours
- 6.1.4 Operational and Clinical teams for Ealing will continue to monitor closely and report further adverse trends. Should the current trend continue, the antenatal service component becomes less viable.
- 6.1.5 In the same context the monthly birth rate at Ealing has not significantly reduced neither has postnatal activity.

6.2 Recruitment and Retention of Midwives / Medical Staff

- 6.2.1 No notable concern around Midwifery vacancies and turnover rates to be able to sustain current levels of safety and quality
- 6.2.2 To mitigate against recruitment of experienced middle grade staff in Obstetrics & Gynaecology, contracts due to expire in January have already been extended up until June 2015.

6.3 The event of Non-Closure at Ealing in March 2015

- 6.3.1 Ealing Consultant Workforce has been retained to mitigate against this likelihood.
- 6.3.2 Job planning exercise has been completed. The service is currently working on a joint Consultant rota with Northwick Park Consultant Team. This will aim to exploit the full potential of clinical integration post-merger. In particular, increasing Consultant Labour Ward presence.
- 6.3.3 Retain Elective / Emergency Gynaecology at Ealing and Early Pregnancy Unit as a 7 day working Consultant Led Service.

7 Northwick Park: Receiving Site

- 7.1 The Maternity Service at NPH site is currently funded to deliver 5,300 births per annum. For 2014/15, the service is forecast to deliver 4,800 births per annum. That equates to 500 births below plan. Shaping a Healthier Future Programme Board has allocated an additional 250 births per annum to the Northwick Park site. This will bring the expected activity at Ealing up to 5,050 births per annum, and still below funded capacity.
- 7.2 A recent workshop held with Obstetricians, Anaesthetists, Neonatologists, Midwives and Supervisors of Midwives on the Northwick Park site, facilitated by the Divisional General Manager, determined a number of QIPP schemes that if delivered will release capacity and efficiency constraints. A key output from this workshop was an expressed confidence by the Multi-Disciplinary team working in the receiving site that Northwick can safely accommodate 5,300 births per annum and that the identified QIPP schemes will enable up to 5,400 births per annum to be safely accommodated.
- 7.3 Northwick Park Maternity will cap births at 5,400. There is no adverse impact on Harrow and Brent women where business as usual continues
- 7.4 There is an outline business case to show the investment needed to accommodate up to 6,000 births per annum in line with SaHF's overarching reconfiguration plan for Maternity services within the sector.7.5

8 Assurance for Readiness

- 8.1 LNWHT is collaborating with Ealing, Brent and Harrow CCG's as well as SaHF Programme Board on an assurance exercise to demonstrate readiness to safely accept and accommodate an additional 250 births per annum. (equates to less than

one additional birth per day). Assurance plans will ultimately be presented to individual CCG's.

8.1 CCG / SaHF colleagues will be visiting our Maternity unit at Northwick Park in January 2015.

9 Immediate Next Steps for Preparedness

- 9.1 Obstetric Anaesthetics: Establish the revised capacity / demand Management plan for Northwick site. Re-invest 'released' sessions as a result of closure of obstetric cases at Ealing.
- 9.2 At Northwick the funded Consultant cover for Labour Ward is 108 hours. However in the absence of prospective cover the actual physical Consultant cover is 98 hours per week. Benefits to be derived from a joined up Consultant rota for LNWHT will be scoped and fully optimised.
- 9.3 Retain the current Clinical Leadership and Management Structures as separate for Ealing and Northwick Park Maternity units in order to sustain an ongoing high level of focus and support to respective staff and women remaining under our care. This will be further reviewed at the end of January 2015.
- 9.4 Service will continue to deliver on the CQC action plan as a Key Service Priority at this time and for the future.

- 9.5** The Trust has identified leads to manage the transition locally and work within the SAHF programme to ensure effective assurances and implementation. These leads include:
- Divisional General Manager for Women and Children's Services LNWHT Rosemary Heed. (Operational Lead)
 - Heads of Midwifery. Julie Cooper (Northwick) Lesley Deacon (Ealing)
 - Clinical Directors Obstetrics & Gynaecology -Bosko Dragovic (Northwick) & Mohamed Abdel-Aal (Ealing)
 - Consultant Neonatologist – Richard Nicholls
 - Head of Nursing Children's Services LNWHT – Kay Larkin
 - John Hutchins Clinical Director Children's Services LNWHT (Acute/Community)
 - The team reports to Tina Benson, Director of Operations
 - Work is signed off by internal Project Board. Governance, Risk and Safety overseen via same Project Board