



Gloucestershire Local Maternity and Neonatal System's Three-Year Delivery Plan

2023-2026

Working together in Gloucestershire so that every individual and their family has access to safe, high quality, equitable and personalised maternity care, giving babies their best start in life.

Introduction

NHS England's 'Three-year delivery plan for maternity and neonatal services' brings together the recommendations and requirements from:

- The [Ockenden Report](#)
- The East Kent [‘Reading the Signals’ Report](#)
- The [NHS Long Term Plan](#)
- NHS England's [Maternity Transformation Programme](#)

The plan is all about **delivering safe and personalised care**, with a focus on equity and equality. It asks services to concentrate on four main themes.

Themes of the Three-Year Delivery Plan

Theme 1	Listening to and working with women ¹ and families with compassion
Theme 2	Growing, retaining, and supporting our workforce
Theme 3	Developing and sustaining a culture of safety, learning, and support
Theme 4	Standards and structures that underpin safer, more personalised, and more equitable care

We (Gloucestershire Local Maternity and Neonatal System¹) have worked closely with NHS England, our local Maternity and Neonatal Voices Partnership (MNVP), and other system partners, to develop our local version of the three-year delivery plan.

In this document, we explain each theme and what we plan to do in the next three years to improve services for staff, women, and babies in Gloucestershire.

¹ Note on terminology: This plan uses the terms 'woman' or 'mother' throughout. These should be taken to include people who do not identify as women but who are pregnant or have had a baby.

Theme 1: Listening to and working with women and families with compassion, which promotes safer care

We know how important it is to listen and respond to all women and families, and that this is a key part of delivering safe and high-quality care, which everyone can access.

Objective	In the next 3 years, we will...	How will we know we have succeeded?
Care that is personalised	<ul style="list-style-type: none"> • Offer all women a personalised care and support planⁱⁱⁱ. The plan should include clear choices based on unbiased, accessible information and evidence-based guidelines • Deliver personalised, joined-up, and high quality antenatal and postnatal care. Treat women with kindness and compassion, listen to them and respond to them 	<ul style="list-style-type: none"> • All women are offered their own Personalised Care plan – this might be digital or paper version, depending on need • Women report through the MNVP and the annual CQC^{vii} Maternity Survey that they are involved in their decisions, listened and responded to, and treated with kindness and compassion
	<ul style="list-style-type: none"> • Offer women practical support and information that reflects how they choose to feed their babies. 	<ul style="list-style-type: none"> • The maternity and neonatal units continue to work towards full UNICEF Baby Friendly Initiative accreditation, which supports parents and babies to initiate a close relationship and feeding soon after birth.
	<ul style="list-style-type: none"> • Offer practical support to pregnant women who are smokers 	<ul style="list-style-type: none"> • More women engage with services which will support them to stop smoking, so that fewer pregnant women smoke
	<ul style="list-style-type: none"> • Set up the Perinatal Pelvic Health Service^{iv} to improve access to information about pelvic health, and better identification and treatment of pelvic health issues in pregnancy and after birth. 	<ul style="list-style-type: none"> • More women can access support & information about their pelvic health
	<ul style="list-style-type: none"> • All women have equal access to the specialist Perinatal Mental Health Service^v, including the specialist Birth Anxiety and Trauma Service^{vi} 	<ul style="list-style-type: none"> • Women can access support from the specialist Perinatal Mental Health Service when they need to.
	<ul style="list-style-type: none"> • Expand the availability of the bereavement service 	<ul style="list-style-type: none"> • Families can access bereavement support, 7 days a week.

Objective	In the next 3 years, we will...	How will we know we have succeeded?
Improve equity for mothers and babies	<ul style="list-style-type: none"> Continue to develop our Equity and Equality Plan^{viii} with women who currently experience the poorest maternity and neonatal outcomes 	<ul style="list-style-type: none"> We have published our Equity and Equality Action Plan on the 'One Gloucestershire'^{ix} website We have started work to improve experiences and outcomes for those who have the poorest experiences of maternity and neonatal care
Work with services users to improve care	<ul style="list-style-type: none"> Continue to ensure that the MNVP has the funding and support it needs to be successful, so that we can put service user voices at the heart of service improvement 	<ul style="list-style-type: none"> The MNVP is adequately funded and supported by NHS Gloucestershire^x, and its membership reflects the diversity of the local population MNVP members or other representatives of our local communities are involved when developing services, projects, or materials The MNVP participates in discussions and decisions about maternity and neonatal services



Theme 2: Growing, retaining, and supporting our workforce

It is crucial that there are enough staff in maternity and neonatal services, so that we can deliver safer, more personalised, and more equitable care. We also need to make our staff feel valued and invest in developing their skills.

Objective	In the next 3 years, we will...	How will we know we have succeeded?
Grow our workforce	<ul style="list-style-type: none"> Ensure our maternity and neonatal services have the right numbers of the right staff 	<ul style="list-style-type: none"> Workforce plan in place to meet staffing requirements in line with national guidance Maternity and neonatal service fully staffed, as in the workforce plan
Value and retain our workforce	<ul style="list-style-type: none"> Develop a plan to improve job satisfaction and retention 	<ul style="list-style-type: none"> In the annual NHS Staff Survey, maternity and neonatal staff report being valued at work and being satisfied with the recognition they get for good work Workforce retention plan in place Staff give positive feedback in conversations with LMNS and MNVP during annual LMNS and MNVP 'insight visits' to Trust/service. Visits take an 'appreciative enquiry'^{xi} approach to focus on what works well and what could be even better
Invest in skills	<ul style="list-style-type: none"> Ensure all staff have the training, supervision and support they need to perform to the best of their ability 	<ul style="list-style-type: none"> In the annual NHS Staff Survey, maternity and neonatal staff report being satisfied with training opportunities and experience

Theme 3: Developing and sustaining a culture of safety, learning, and support

An organisation's culture is shaped by the behaviour of everyone in it. In maternity and neonatal services, a safety culture improves the experience of care and outcomes for women and babies, and supports staff to thrive. We want everyone to experience the positive culture that exists in many services. Poor cultures need to be challenged and addressed.

Objective	In the next 3 years, we will...	How will we know we have succeeded?
Develop a positive safety culture	<ul style="list-style-type: none"> Take part in NHS England's maternity and neonatal leadership programme, to ensure positive culture and leadership in our services 	<ul style="list-style-type: none"> When errors, near misses or incidents are reported, their organisation takes action to ensure that they do not happen again Their organisation would address their concerns about unsafe clinical practice They would recommend our maternity and neonatal services as a place to work, or say they would be happy with the standard of care provided by their organisation if a friend or relative needed to use the service They are comfortable raising concerns and feel that concerns about unsafe clinical practice are addressed, and that action is taken following incidents to ensure they do not happen again
Learning and improving	<ul style="list-style-type: none"> Respond effectively to and learn from patient safety incidents and respond with compassion to families 	<ul style="list-style-type: none"> We have an Independent Advocate in place to support families through the complaints and investigation processes. The advocate reports that families are treated with compassion through the processes. Ongoing evidence of learning from complaints and incidents The Trust seeks family involvement and feedback in response to safety incidents
Support and oversight	<ul style="list-style-type: none"> Strengthen our support and oversight of our maternity and neonatal services to ensure we are aware of concerns and do something about them as early as we can 	<ul style="list-style-type: none"> Staff give positive feedback in conversations with LMNS and MNVP during annual LMNS and MNVP 'insight visits' to the Trust/service LMNS Board regularly reviews data and feedback from concerns which have been escalated. Evidence of joint working between LMNS Board and maternity and neonatal services to address concerns

Theme 4: Standards and structures that underpin safer, more personalised, and more equitable care

Our maternity and neonatal teams need to be supported by clear standards and structures. This includes being enabled to implement best clinical practice for all families, having high quality data to inform the decisions of clinicians and leaders, and having digital tools that enable information to flow. This plan will ensure that these are consistently implemented to support.

Objective	In the next 3 years, we will...	How will we know we have succeeded?
Standards to ensure best practice	<ul style="list-style-type: none"> Implement best practice consistently, to reduce stillbirths, neonatal brain injuries, neonatal deaths, and pre-term births, and to improve the care of unwell mothers and babies We will ensure babies born very early are born in the right place 	<ul style="list-style-type: none"> We have implemented version 3 of the ‘Saving Babies’ Lives Care Bundle The rate of neonatal brain injuries, neonatal deaths and pre-term births continues to reduce 85% of babies born at less than 27 weeks are born in a neonatal intensive care unit
Data to inform learning	<ul style="list-style-type: none"> Use data to better and more quickly see areas of concern and areas for improvement Implement the recommendations from NHS England’s Early Warning Score to detect safety issues, including reporting into a national notification system 	<ul style="list-style-type: none"> LMNS reviews maternity and neonatal outcomes to identify areas of concern The Trust uses the Early Warning Score and reports into the national notification system
Make better use of digital technology in maternity and neonatal services	<ul style="list-style-type: none"> Provide women with access to their maternity and neonatal records and personalised care plan through an app 	<ul style="list-style-type: none"> A digital records system is available to every maternity and neonatal user

Further information:

- Gloucestershire LMNS Instagram and email
- [Gloucestershire Maternity and Neonatal Voices Partnership](#)
- Gloucestershire Hospitals Trust [Patient Advice and Liaison Service](#) (PALS)

ⁱ The Gloucestershire Local Maternity and Neonatal System (LMNS) is part of Gloucestershire's Integrated Care System (ICS) and consists of a systemwide team including women and families with a real collective ambition to improve outcomes, reduce health inequalities and co-design maternity and neonatal services in Gloucestershire.

ⁱⁱ The Maternity and Neonatal Voices Partnership is independent of the NHS and its role is to gather and understand feedback and experiences from women, birthing people and their families who are currently or have recently used maternity and health visiting services in Gloucestershire.

ⁱⁱⁱ Personalised care and support planning is a process to identify what matters to each person using maternity services and makes sure that their care reflects this.
<https://youtu.be/jlbJyMlqitA?si=SuZ5W65mGtGjbvXX>

^{iv} The [Perinatal Pelvic Health Service](#) was launched in Gloucestershire 2023 to improve support and information for women around pelvic health during and after pregnancy.

^v Gloucestershire's [Perinatal Mental Health Team](#) supports pregnant or postnatal women with serious and complex mental health needs.

^{vi} The [Birth Anxiety and Trauma Service](#) is a part of the Perinatal Mental Health Team and provides psychological support for women living through birth trauma, fear of birth or pregnancy and baby loss and who are experiencing high levels of distress in relation to their maternity experience.

^{vii} Care Quality Commission (CQC) is the independent regulator of health and social care in England.

^{viii} Developed in response to NHS England's 2021 Equity and Equality: [Guidance for local maternity systems](#)

^{ix} The One Gloucestershire Integrated Care System brings together NHS, social care, public health and other public, voluntary and community sector organisations.

^x NHS Gloucestershire Integrated Care Board (NHS Gloucestershire) is responsible for planning and buying services to meet the health needs of local people.

^{xi} Appreciative enquiry approach: [A different way to see and be in the world, to learn and build on what we do well rather than focusing upon problems.](#)

^{xii} A Maternity Early Warning Score is being introduced to help to identify deterioration of pregnant women across all maternity units in England.