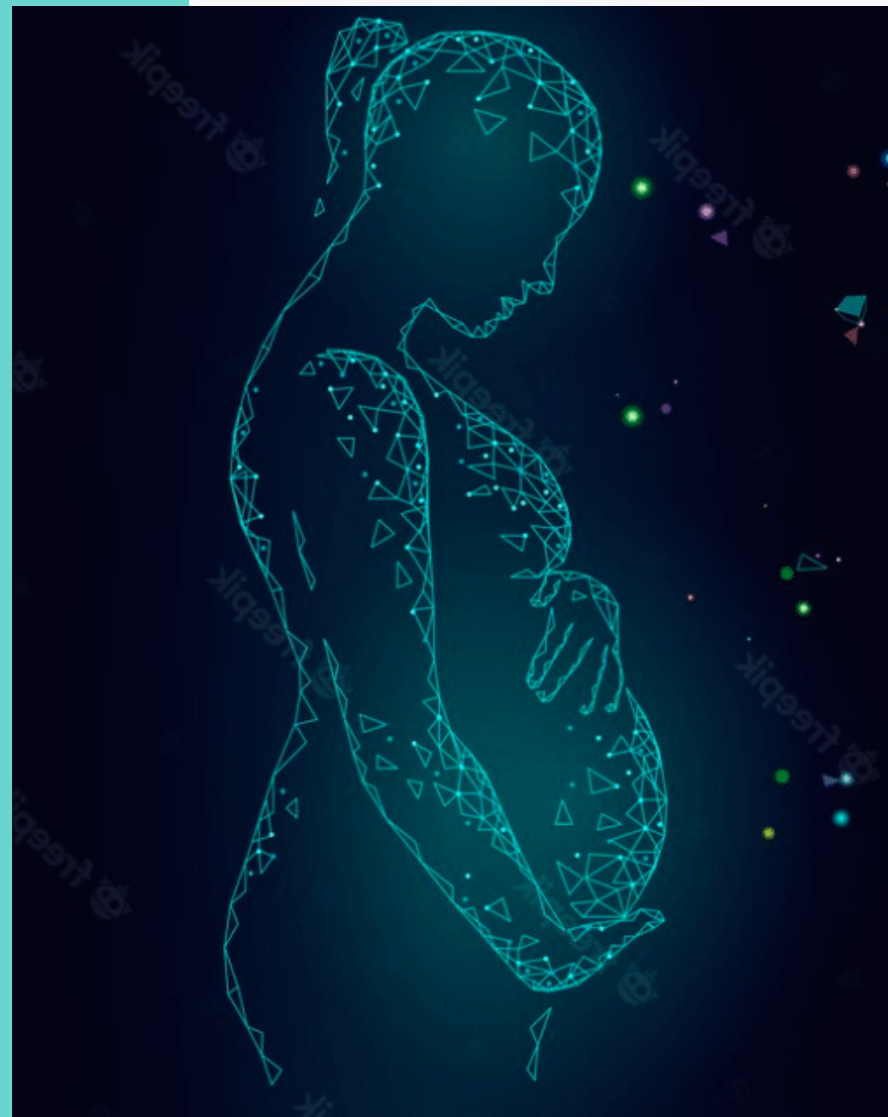


Strategy for Digital & Data Transformation in Maternity



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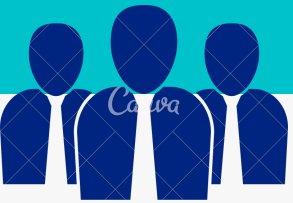
N & W LMNS Clinically Led, Digitally Driven

Norfolk & Waveney LMNS

1. Executive Summary
2. National Context
3. Digital Maternity Drivers
4. Local Context
5. Problem Statement
6. Vision & Mission statement
7. What Good Looks Like Framework
 - a. Well led
 - b. Smart Foundations
 - c. Safe Practice
 - d. Support People
 - e. Empower People
 - f. Improve Care
 - g. Healthy Populations
8. Digital Maternity Road map
9. Strategic Priorities and Goals
10. Making it happen - Next steps
11. Glossary & Useful Information

A Strategy for Digital & Data Transformation in Maternity

1. The Executive Summary

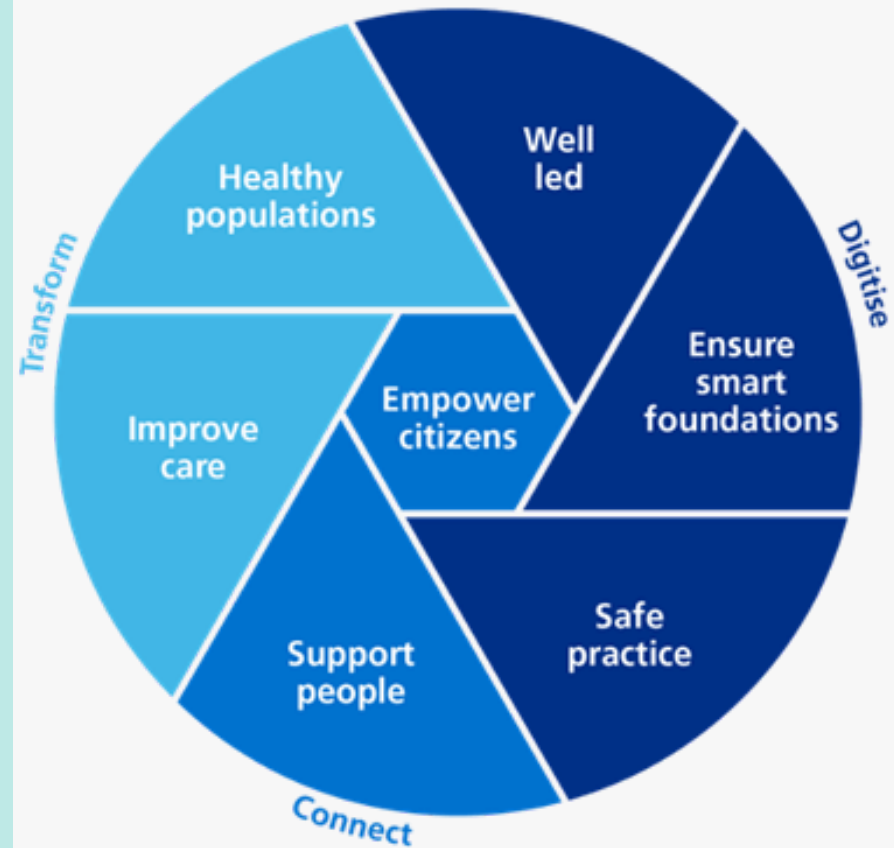


This Digital Maternity Roadmap '**A strategy for Digital & Data Transformation in Maternity**' sets out the vision for the next year, with an action plan to achieve that vision.

The strategy is developed against the 7 success measures within the What Good Looks Like Framework (August 2021)

It has been developed in line with the system-wide **Norfolk & Waveney ICB** digital strategy and supports the organisational strategies at ;

- **James Paget Hospital**, Great Yarmouth
- **Norfolk & Norwich Hospital**, Norwich
- **Queen Elizabeth Hospital**, Kings Lynn





2. National Context

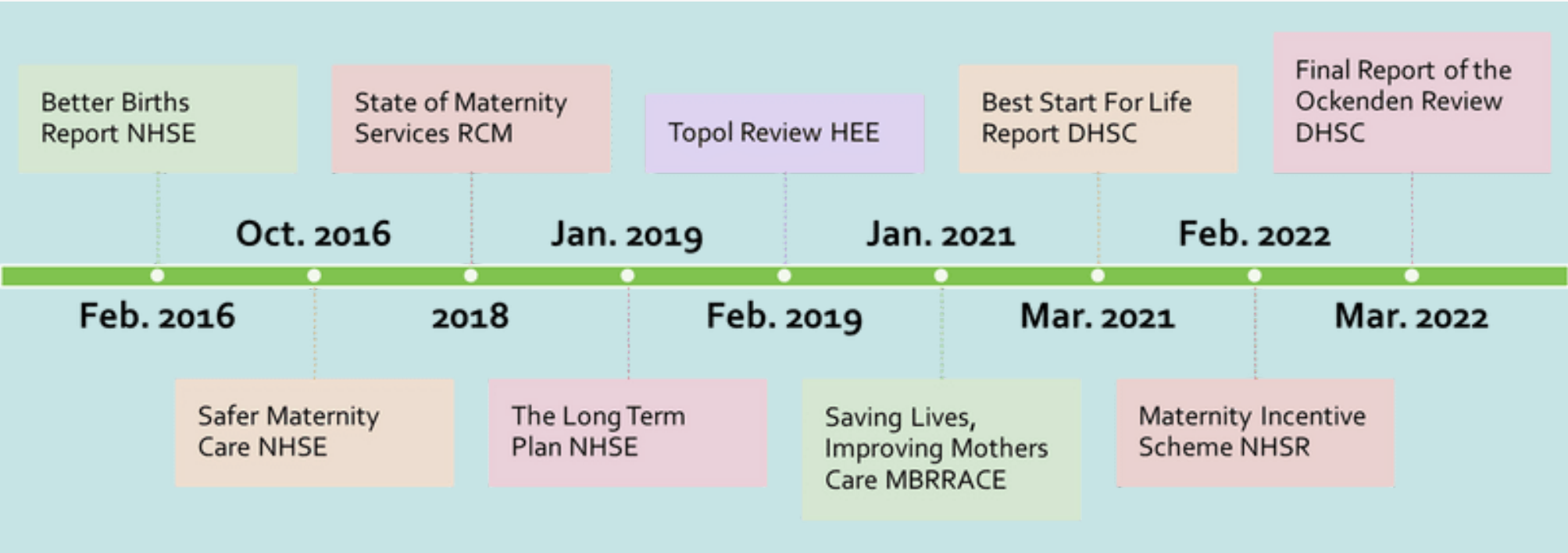
Digital technology and advancements are changing how maternity care is delivered. This is further driven by consumer expectations to have greater visibility of their clinical maternity record, care plans, results and 'pregnancy and birth' information to enable them to make informed choices about the care they wish to receive. The evolution of technology in healthcare requires a specialised workforce where midwives and maternity multi-professional teams have the skills to use data, information, digital knowledge and technology to deliver person-centred quality care. Ultimately driving safety, providing a better maternity experience for women and their families and improving outcomes.

The previous Health Secretary, Sajid Javid, identified the power of digital to drive a new era of recovery and reform following the Covid-19 pandemic, focussing on 4 priorities.

1. **Making sure the NHS is set up properly for success;**
2. **Levelling up across the NHS and social care;**
3. **Pursuing personalisation;**
4. **Making big breakthroughs on emerging technologies and data.**

The "What Good Looks Like (WGLL)" framework provides a vision which outlines the 7 success measures that establish best practice for ICBs and organisation to accelerate digital transformation. The framework identifies how this applies specifically to nursing and has been adapted for use by midwives and midwifery leaders. It provides objectives and a blueprint of how leaders can facilitate digital transformation locally and for the profession. This provides impetus for the professionalism of digital maternity leader and midwifery roles within organisations.

3. Digital Maternity Drivers



- Feb 2016: **Better Births Report** - NHS England
- Oct 2016: **Safer Maternity Care** - NHS England
- 2018: **State of Maternity Services** - Royal College of Midwives
- Jan 2019: **The Long Term Plan** - NHS England
- Feb 2019: **Topol Review** - Health Education England
- Jan 2021: **Saving Lives, Improving Mothers Care** - Mothers & Babies: Reducing Risk through Audits & Confidential Enquiries
- Mar 2021 **Best Start for Life Report** - Department for Health & Social Care
- Feb 2022: **Maternity Incentive Scheme** - NHS Resolution CNST
- Mar 2022: **Final Report Of The Ockenden Review** - Department for Health & Social Care



4. Local Context



Geographical & clinical Landscape:

Norfolk & Waveney LMNS provide care over c2,900 square miles, including rural countryside and areas of significantly low deprivation. By 2030 it is predicted our population will rise to 1.1 million people, with 3.5% of our population from non-white ethnic groups.



3 acute trusts deliver approximately 10,00 births per annum supported by a regional Maternal Medicine unit and level 3 Neonatal services.

Maternity Digital Landscape:

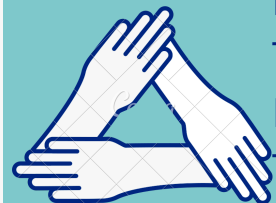
2 maternity suppliers provide 3 Maternity Information Systems (MIS). The Norfolk & Waveney Digital Maternity Discovery Report (May 22) highlighted; a burden of paperwork and duplication of data recording; no end-to-end digital maternity record; lack of connectivity within Trust, across maternity units or into primary care; poor Community access to digital records. These factors all reduce time to care and raise the risk for errors.



ICB Digital Landscape:

The 3 acute Trusts across Norfolk and Waveney are working towards implementation of an Electronic Patient Record (EPR), with Maternity services currently in scope.

The selected EPR will need to be assessed against the NHSE&I MIS requisites catalogue to determine suitability. If the selected EPR does not meet the MIS specification, procurement for a single MIS across the 3 acute trusts, that is connected to the EPR will need to be factored in.





5. Problem Statement

'The current Maternity systems do not cover the entirety of the maternity episode; the record has gaps & there is a consequent reliance on paper / auxiliary/secondary systems. A reliance on paper to fill the gaps, compromises patient safety as the record is incomplete, not timely & may have transcription errors all of which could lead to errors in decision-making.

Information for key parts of the record has to be sourced & sometimes re-transcribed from other systems with staff having to log-in to numerous different systems to obtain these. The time taken to do this, reduces the availability of time to care for women.

The systems lack intuition and have lengthy workflows.

Use of the systems is further hampered by lack of access to devices or devices that have insufficient build quality for the systems being used.

Connectivity is an issue for those working in the Community where system freezing & dropouts are being reported. All of these things again reduce the time available to care for women.

Staff consider interoperability/interfaces of the systems they regularly use to complete the detail of the maternity record to be the highest priority for transformation & this would begin to save on time spent tracking down information.'

*Norfolk & Waveney Digital Maternity Discovery Report - 9th May 2022
Ethical Healthcare Consulting*



6. Vision and Themes

Strategic Vision:

A digitally enabled maternity service, that is connected , inclusive and supports 'Smart' working' . Where our users are empowered to manage their personalised maternity journey and clinicians are digitally supported to provide safe, timely care, regardless of setting.

Strategic themes

In order to make this vision a reality, we have developed an action plan, grouped into seven themes based on the 'Digitise, Connect, Transform' success factors included in the 'What Good Looks Like' (WGLL) digital framework.

We have structured this Strategy using these 7 success factors to achieve alignment with national strategy, ICB and across the three Acute Trusts in Norfolk & Waveney.

Digitalise

Well Led: Our leadership is confident and inspires a culture of digital transformation, data literacy, inclusion and collaboration.

Ensure Smart Foundations: We have reliable, modern, safe, and resilient infrastructure and data capabilities. We review and continuously improve our core IT and digital services

Safe Practice: We ensure that our systems, and our use of technology meets and maintains high quality safety and service standards

Connect

Support People: Our workforce are digitally literate and empowered to work with data and technology systems - and we can work frictionlessly across our LMNS

Empower Citizens: Citizens are at the centre of our service design. We ensure that our digital services suit all health literacy, inclusion and demographic needs

Transform

Improve Care: We make the best use of technology and data to improve care pathways across our LMNS

Health Populations: We have an effective strategy to encourage inovative thinking, developing new model of care informed by data insights and digital capabilities



6. Gap analysis against WGLL

Strategic Vision:

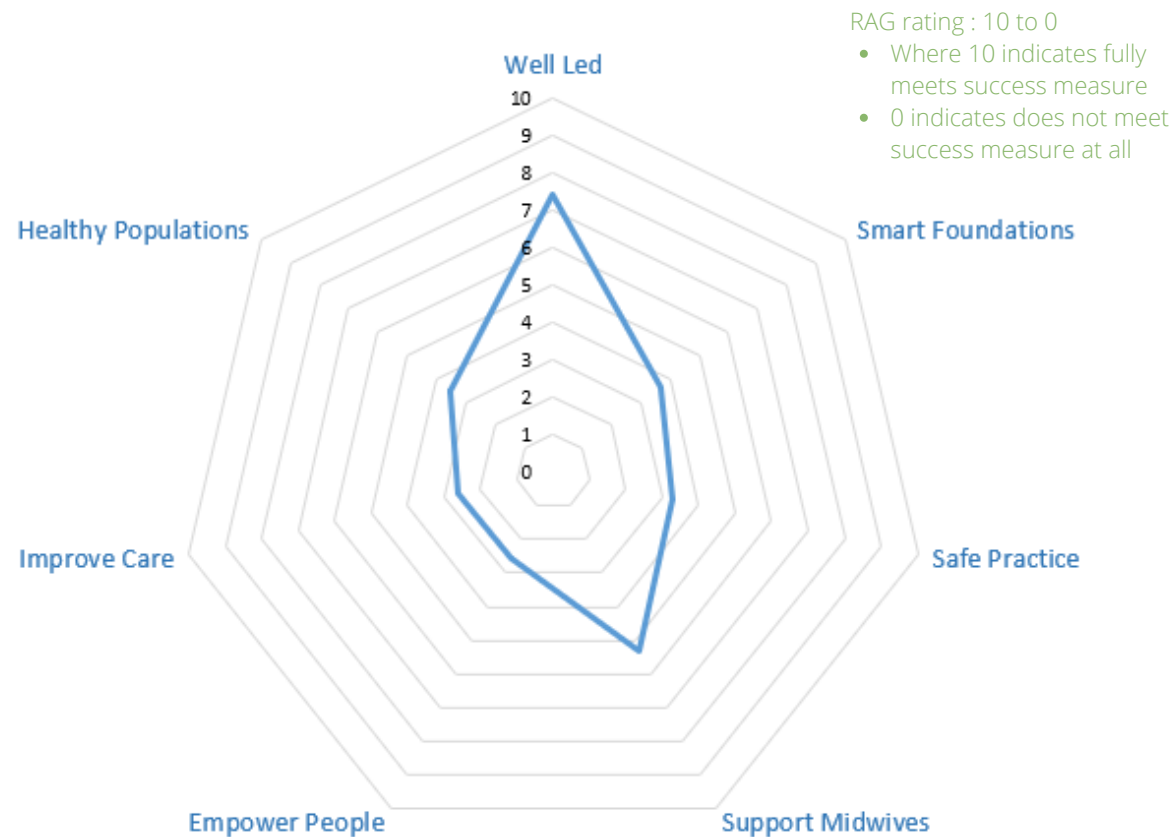
A digitally enabled maternity service, that is connected, inclusive and supports 'Smart working'. Where our users are empowered to manage their personalised maternity journey and clinicians are digitally supported to provide safe, timely care regardless of setting.

WGLL for Norfolk & Waveney LMNS

A gap analysis was undertaken using the amended WGLL framework tool for Nursing to include Midwifery.

- The Gap analysis has helped to steer the focus areas within the maternity digital strategy action plans.
- The Radar chart provides a visual benchmark against the WGLL Framework

Norfolk & Waveney LMNS - Radar Benchmarking to WGLL





7. What Good Looks Like. Theme 1 Well Led

What Good Looks Like (WGLL) for the LMNS Success Factor 1: **Well-Led states**

Your ICS has a clear strategy for digital transformation and collaboration. Leaders across the ICS collectively own and drive the digital transformation journey, placing citizens and frontline perspectives at the centre. All leaders promote digitally enabled transformation to efficiently deliver safe, high quality care. Integrated Care Boards (ICBs) build digital and data expertise and accountability into their leadership and governance arrangements, and ensure delivery of the system-wide digital and data strategy.

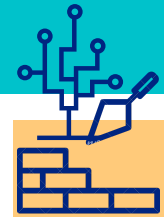
Current state:

- The LMNS board recognises the importance of 'digital' and 'collaboration' within its transformation roadmap and are investing to establish a strong digital leadership team with clinical expertise.
- A Lead digital Midwife is in post who works closely with the LMNS lead and Project manager, building vital networks with key stakeholders; regionally, nationally and within the 3 acute trusts and ICB and primary care.
- The low Digital maturity across the ICB has significantly impacted the LMNS to progress transformations, embrace new technologies or opportunities.
- The Lead Digital Midwife works closely with the CXIO network, representing the maternity voice within the digital strategy, EPR planning and future roadmap.

LMNS Action Plan:

- The digital team will be establish substantive CMIO - or equivalent-posts in place supported by a LMNS DM on each Trust site
- The DM will lead an appropriately resourced multidisciplinary team; all sharing a clear focus to deliver digital health transformations.
- They will promote digital maternity resources and training across the LMNS.
- The LMNS System Digital team will undertake Digital health learning programmes, sharing learning and building a quality team to lead digital maternity transformations
- The LMNS DM will continue to work closely with the CXIO network, ensuring the maternity needs are showcased and prioritised in relation to the EPR / maternity digital record.
- The LMNS DM will continue to build strong relationships with key stakeholders with a focus on collaborative working.





7. What Good Looks Like. Theme 2: Smart Foundations

What Good Looks Like (WGLL) for the LMNS Success Factor 2: **Ensure smart Foundations**

Digital, data and infrastructure operating environments are reliable, modern, secure, sustainable and resilient. Across your ICS, all organisations have well-resourced teams who are competent to deliver modern digital and data services.

Current state:

- The LMNS is working with the Digital Midwives across the 3 trust to build a well resourced & supported team of digital midwifery leaders, working together to align strategic visions.
- The team are newly established, learning the role and building multi-disciplinary networks across the LMNS and within regional DMERG, to share good practice and establish collaborative working groups.
- However the team are working within the lowest Digital maturity within the country, with 3 maternity solutions and without an end-to-end Maternity digital record.
- Data & dashboards are recognised to be inconsistent across the LMNS
- The DM team are contributing to the MIS specification and will use this to benchmark against an EPR / MIS

LMNS action plan:

- The LMNS is committed to levelling up and improving digital maturity across the LMNS, whereby the digital record is accessible in a timely manner regardless of care setting.
- The LMNS will actively promote a quality, sustainable single MIS across the 3 acute hospitals, that safely supports mothers and clinicians moving between places of care.
- The LMNS will encourage the developing digital teams to work collaboratively, sharing good practice and aligning digital pathways.
- The LMNS will promote aligned data collections and deliver a quality dashboard that is relevant to stakeholder groups

7. What Good Looks Like. Theme 3: Safe Practice

What Good Looks Like (WGLL) for the LMNS Success Factor 3: **Safe Practice**

Organisations across the ICS maintain standards for safe care, as set out by the Digital Technology Assessment Criteria for health and social care (DTAC). They routinely review system-wide security, sustainability and resilience.

Current state:

- Data and digital pathways are inconsistent across the LMNS, partly due to variation in maternity digital solutions.
- The MIS provides very limited informed decision making at point of care.
- The maternity digital record is not shared between the 3 trusts
- Data capture is often duplicated and quality poor, requiring significant resources at all 3 trusts to improve accuracy of the patient record and quality of data submissions.
- All 3 Trusts submit to MSDS and are currently CNST compliant, but data quality issues continue.
- Data quality is included within mandatory training at each trust.
- The DMs are building relationships with the CSO, and require training in digital clinical safety.

LMNS action plan:

- The LMNS will promote clinical quality & safety through information sharing, with clear visibility across the LMNS, working towards a single MIS.
- The LMNS will actively support the implementation of a quality MIS that has digital tools embedded to support safe care.
- The LMNS will promote alignment of data and digital pathways.
- The LMNS will promote collaboration between the CSO and DMs to ensure safe practice.
- The LMNS will include a digital lens when reviewing SI's & look to establish oversight where digital is a significant factor.
- Training data to be included in LMNS quarterly training report
- Trust Audits to be agreed at digital workstream, reviewed & signed off at Q & S oversight group



7. What Good Looks Like. Theme 4: Support People



What Good Looks Like (WGLL) for the LMNS Success Factor 4: **Support People**

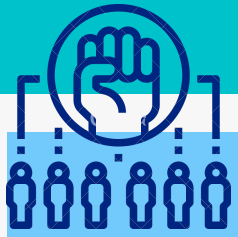
Your workforce is digitally literate and are able to work optimally with data and technology. Digital and data tools and systems are fit for purpose and support staff to do their jobs well.

Current state:

- The LMNS has an experienced digital midwife with up-to-date relevant digital leadership training.
- The Trust digital midwives are new to post and have secured relevant digital leadership training.
- Stakeholder networks are being established to develop multi-disciplinary shared learning.
- There is low digital maturity across the LMNS and digital literacy is subsequently low.
- Shared learning across the LMNS and regionally via the DMERG network is being established.
- Digital literacy self assessment are not in place and there are no robust tools in place to support reflective practice.

LMNS action plan:

- The LMNS will continue to support and promote digital leadership training for its DM team.
- The LMNS will promote digital literacy and personal accountability within digital record keeping, supporting maternity staff to have an awareness & understanding of why data is collected & how it is used.
- The LMNS will promote digital user experience for both staff & women using maternity services.
- The LMNS will support Trust PDM teams to promote digital literacy within all training environments



7. What Good Looks Like. Theme 5: Empower People

What Good Looks Like (WGLL) for the LMNS Success Factor 5: **Empower People**

Citizens are at the centre of service design and have access to a standard set of digital services that suit all literacy and digital inclusion needs. Citizens can access and contribute to their healthcare information, taking an active role in their health and well-being.

• **Current state:**

- Only 1 of the 3 maternity units has an app that enables mothers to access and contribute to their Maternity digital record.
- The low digital maturity does not facilitate use of many national digital tools
- The LMNS has limited access to MVPs within the region due to limited MVP resources.
- Digital exclusion project is supported at 1 trust whereby digitally excluded mothers are gifted a tablet device via libraries to support digital inclusion.
- Digital Personalised care plans are not available

LMNS action plan:

- The LMNS will actively support and promote mothers accessing their personalised maternity digital record via maternity portal and NHS app, encouraging active collaboration with their care planning.
- The LMNS will support the digital roadmap to move to a modern digital platform that enables access to digital tools.
- The LMNS will prioritise digital inclusion to ensure equity for all.
- The LMNS will help develop and promote digital PCSP across all 3 acute trusts.
- The LMNS will seek to work collaboratively with user participation groups i.e MVPs



7. What Good Looks Like. Theme 6: Improve Care

What Good Looks Like (WGLL) for the LMNS Success Factor 6: **Improve Care**

Your ICS embeds digital and data within their improvement capability to transform care pathways, reduce unwarranted variation and improve health and wellbeing. Digital solutions enhance services for patients and ensure that they get the right care when they need it and in the right place across the whole ICS.

Current state:

- The low digital maturity across the LMNS prevents access to many new technologies and limits digitally supported pathways
- The LMNS and Trust DMs strive to promote digital and data within clinical pathways , however digital opportunities are often not accessible or supported due to the low digital maturity.
- Duplication of data entry and paperwork, is required to capture data requisites and ensure a complete clinical record.
- Data items are inconsistent across the MIS
- LMNS and DMs work collaboratively with regional and national teams to drive quality data

LMNS action plan:

- The LMNS will actively support and promote a digital roadmap that steers towards a quality MIS, acting as the maternity voice within the CXIO network
- The LMNS will promote opportunities that result in an end-to-end digital record and removal of paper records.
- The LMNS will seek opportunities that are digitally driven to support quality, timely data capture at point of care, and support smart working.
- The LMNS will support and drive alignment of data and production of quality dashboards that are accessible to the different stakeholder groups.
- Shared approach to creating a data driven culture that supports midwifery practice



7. What Good Looks Like. Theme 7: Healthy Populations

What Good Looks Like (WGLL) for the LMNS Success Factor 7: **Healthy Populations**

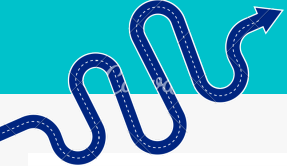
Your ICS uses data to design and deliver improvements to population health and wellbeing, making best use of collective resources. Insights from data are used to improve outcomes and address health inequalities.

Current state:

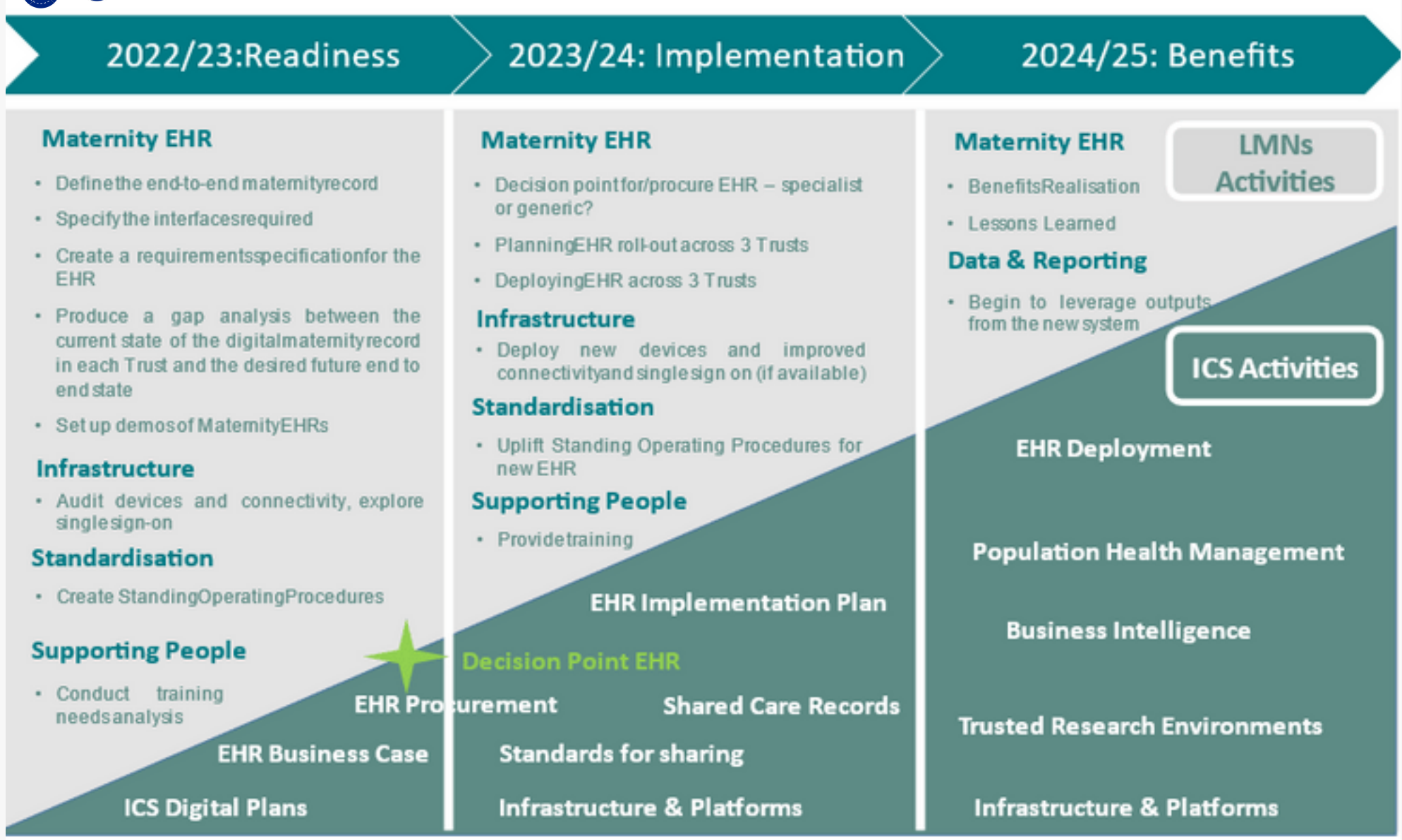
- The LMNS funds a Public Health Midwife to lead the midwifery voice in population health management.
- Data items and sources are inconsistent across the 3 acute trusts
- Support and collaboration with the information service teams varies across the 3 acute trusts
- DMs have varied level of access to the MSDS, with some have little or no access.
- Data feeding into the LMNS is not aligned, resulting in difficulties gaining quality population health data in a timely manner.

LMNS action plan:

- The LMNS will encourage regular reviews & audit of the maternity digital data to identify areas for change in care provision that promote health & wellbeing
- The LMNS will complete the Equity and Equality strategy to encourage the use of data, to design & deliver improvements to population health & wellbeing.
- The LMNS will make best use of collective resources, applying insights from data to improve outcomes & address health inequalities in line with the national public health initiatives.
- The LMNS will encourage the maternity services to identify and register population health data gaps with their maternity digital record suppliers and national digital leaders.



9a. The Roadmap





10. Making it Happen - Next steps

Our Strategic Vision is:

A digitally enabled maternity service, that is connected, inclusive and supports 'Smart' working'. Where our users are empowered to manage their personalised maternity journey and clinicians are digitally supported to provide safe, timely care regardless of setting.

Next steps:

This draft strategy will be presented for discussion and agreement at the following groups:

- LMNS digital and data workstream
- LMNS board
- CXIO network
- ICS board

The final version will be available from Oct 2022

Refresh:

- This strategy document will be reviewed every 3 years to ensure we aligned with the developing EPR / MIS and other key LMNS/ICS programmes.
- The 3 year plan will be refreshed annually with a report on progress to date



11. Glossary

Glossary:

- **CSNT:** Clinical Negligence Scheme for Trusts
- **CSO:** Clinical Safety Officer
- **CxIO:** Clinical 'Digital' Information Officer
- **DM:** Digital Midwife
- **DMERG:** Digital Midwives Expert reference Group
- **EPR:** Electronic Patient record
- **ICB:** Integrated Care Board
- **ICS:** Integrated Care System
- **LMNS:** Local Maternity & Neonatal System
- **MIS:** Maternity Information Systems
- **MSDS:** Maternity Services Data Set
- **MVP:** Maternity Voices Partnership
- **PCSP:** Personalised Care & Support Plan
- **PDM:** Practice Development Midwife
- **Q & S :** Quality & Safety
- **WGLL:** What Good Looks Like



11. Supporting Information

Supporting Information:

- [What Good Looks Like - NHS Transformation Directorate](#) (england.nhs.uk)
- Norfolk & Waveney Digital Maternity Discovery Report - 9th May 2022 - Ethical Healthcare Consulting
- WGLL gap analysis
- Trust strategies
- ICB strategy

Maternity Drivers:

- [Better Births Report NHSE](#) - Feb 16
- [Safer Maternity Care](#) - Oct 16
- [State of Maternity Services RCM](#) - 2018
- [The Long Term Plan NHSE](#) - Jan 2019
- [Topol Review HEE](#) - Feb 2019
- [Saving Lives, Improving Mothers Care MBRRACE](#) - Jan 2021
- [Best Start for Life Report DHSC](#) - March 2021
- [Maternity Incentive Scheme NHSR](#) - F2b 2022
- [Final Report Of The Ockenden Review DHSC](#) - March 2022