

# A Strategy for Digital & Data Transformation in Maternity



A one-year plan for Digital Transformation in Maternity  
October 2022 to October 2023

# Executive Summary

This Digital Maternity Roadmap 'A Strategy for Digital Transformation in Maternity' sets out the vision for the next 12 months.

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

It has been developed in line with the system-wide Norfolk & Waveney ICB Digital Strategy and supports the Norfolk and Norwich Trust organisational Digital Strategy.



# National Context

**Digital technology** and advancements are changing how Maternity care is delivered and is further driven by consumer expectations to have greater visibility of their clinical Maternity Record and 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, furthermore identified the power of digital to drive a **new era of recovery and reform** following the **Covid-19 pandemic** and focusses on **4 priorities**. These are: firstly, making sure the NHS is set up properly for success; secondly, levelling up across the NHS and Social Care; thirdly, pursuing personalisation; and fourthly, 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 organisations 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 Midwife roles within organisations.

# Digital Maternity Drivers

Feb 2016  
Better  
Births  
Report  
NHSE

Oct 2016  
Safer  
Maternity  
Care  
NHSE

2018 State  
of  
Maternity  
Services  
RCM

Jan 2019  
The Long  
Term Plan  
NHSE

Feb 2019  
Topol  
Review  
HEE

Jan 2021  
Saving  
Lives,  
Improving  
Mothers  
Care  
MBRRACE

Mar 2021  
Better  
Start For  
Life  
Repost  
DHSC

Feb 2022  
Maternity  
Incentive  
Scheme  
NHSR

Mar 2022  
Final  
Report of  
the  
Ockendon  
Review  
DHSC

# Local Context

## Norfolk and Norwich Trust

We are a busy unit caring for approximately 5100 women and their babies per year. We are dedicated to providing outstanding Maternity care and are continually looking to improve our services to meet the needs of women, birthing people and their families.

Geographically we cover from coast to country and the City in-between, bringing with it a unique set of challenges for those working in the community setting.

We work alongside a level 3 Neonatal Unit and provide Fetal and Maternal Medicine services to the region as well as many specialist services, including our Home Birth Team, Bereavement Team and Skylark Complex Social Factors Team, all of whom ensure the wellbeing of the families in the Norfolk and Waveney region.



# Maternity Digital Landscape

Norfolk and Norwich Maternity Department are currently using Euroking as its Maternity Information System (MIS) which is supplied by Wellbeing. Our Neonatal Unit use Badger Neonatal.

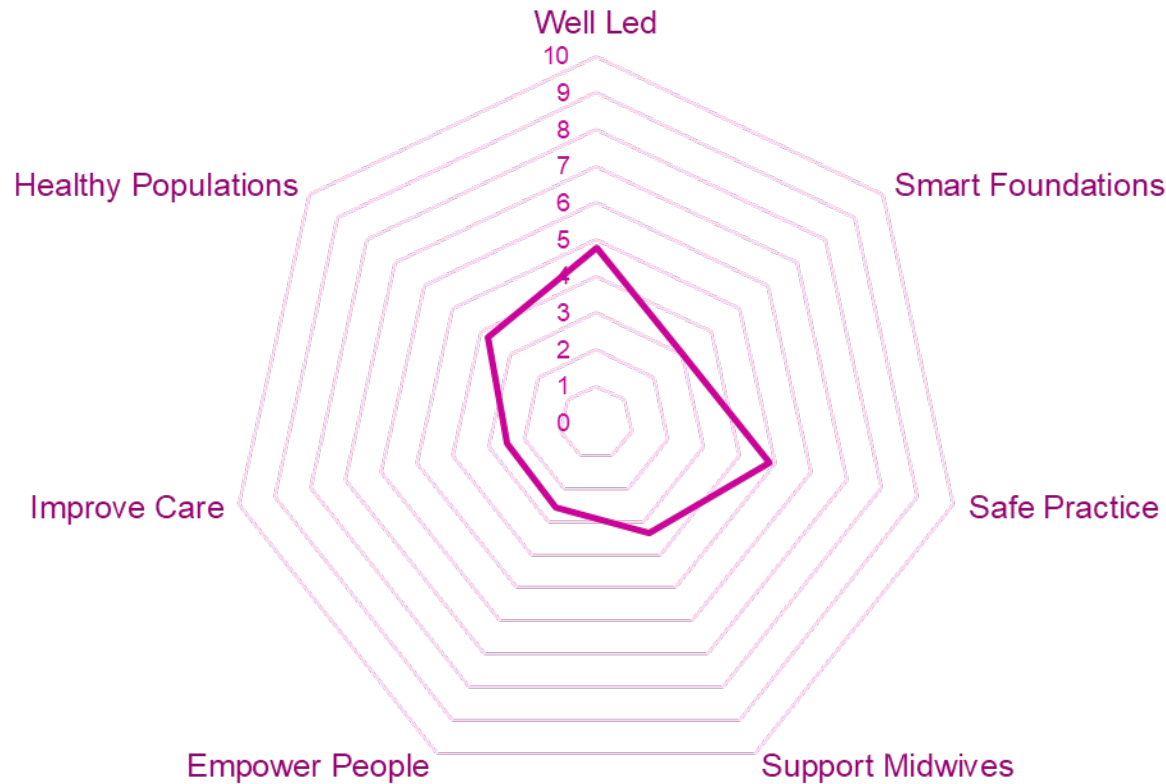
Euroking in its current form is not an end to end system and we know it is now a legacy product for Wellbeing, who are working to produce their next generation system.

Following a region wide consultation of staff about their experiences of using the MIS, we know that they find the systems cumbersome and often hamper the care they are trying to provide. The lack of interoperability, connectivity issues, problems with devices, lack of intuition and heavy reliance on paper rather than the digital record, all impact on their ability to do their jobs well. *(Norfolk & Waveney Digital Maternity Discovery Report - 9th May 2022. Ethical Healthcare Consulting)*

All three acute Trusts across Norfolk and Waveney are looking to implement a region wide Electronic Patient Record (EPR) and Maternity Services are currently part of this process. There is a recognition that the system chosen may not be able to meet the NHSE&I standards for a MIS and that as such there may need to be scope to purchase a region wide MIS to meet the demands of the three Maternity Units.

# Maternity Mapping to the What Good Looks Like

NNUH - Maternity Radar Benchmarking to WGLL



RAG rating : 10 to 0

- Where 10 indicates fully meets success measure
- 0 indicates does not meet success measure at all

# Vision, Mission and Themes

## The Trust Strategic Vision is:

*A digitally-enabled hospital where access to information, services and support make it easy to provide high quality care for our patients.*

## To work along side this, our mission in Maternity is:

*To ensure we have 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.*

# Vision, Mission and Themes cont.

## 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.

Digitise	<p><b>Well Led:</b> Our leadership is confident and inspires a culture of digital transformation, data literacy, inclusion, and collaboration</p> <p><b>Ensure Smart Foundations:</b> We have reliable, modern, safe, and resilient infrastructure and data capabilities. We review and continuously improve our core IT and digital services</p> <p><b>Safe Practice:</b> We ensure that our systems, and our use of technology meets and maintains high-quality safety and service standards</p>
Connect	<p><b>Support People:</b> Our workforce are digitally literate and empowered to work with data and technology systems - and we can work frictionlessly across our ICS</p> <p><b>Empower Citizens:</b> Citizens are at the centre of our service design. We ensure that our digital services suit all health literacy, inclusion and demographic needs</p>
Transform	<p><b>Improve Care:</b> We make the best use of technology and data to improve care pathways across our ICS</p> <p><b>Healthy Populations:</b> We have an effective strategy to encourage innovative thinking, developing new models of care informed by data insights and digital capabilities</p>

# Theme 1: Well Led

## Current Status:

- Lead Digital Midwife and administration support already in place.
- Director of Midwifery is Chair of Data and Digital LMNS Board.
- Strong Trust digital leadership with CNIO, CCIO and Digital Health Clinical Operations Lead in post.
- Lead Digital Midwife has a secured place on the Foundation Digital Leadership course, provided by Imperial College, to commence Spring 2023.
- Lead Midwife working with other Digital Leads from JPUH and QEH and supported by Lead Digital Midwife for the LMNS. All are part of the wider national Digital Midwives Expert Reference Group (DMERG)

## Action Plan:

- Recruit and replace Band 6 Digital Midwife to support Lead Midwife to deliver digital strategy to the multidisciplinary team.
- Continue to work with CNIO and CCIO and the wider CXIO network to ensure Maternity voice is heard in Trust wide digital transformation.
- To build a strong departmental digital user group to ensure key relationships with stakeholders are prioritised, learning is shared and a quality patient recorded is maintained.

## Theme 2: Ensure Smart Foundations

### Current Status:

- Poor digital maturity and Euroking is not currently an end to end Maternity Record.
- Working together with the Trust to secure a suitable EPR system.
- Server migration in process to move Euroking from 2008 server to 2019 server.
- Due system upgrade to Euroking version 1.8 – to commence once server migration complete.
- With 1.8 we will also have the ability to launch the Maternity Personal Health Record (mPHR) via Euroking
- Working with Trust to launch E-Obs within maternity

### Action Plan:

- Ensure Maternity voice is heard in all EPR discussions and if the chosen system is unable to meet standards required of a maternity information system, ensure opportunity to consider a stand alone system
- An end to end system is required across the LMNS with connectivity and inclusivity being a priority
- Complete all system upgrades in a timely manner
- Newly formed user group to ensure current system is fit for purpose and streamline all existing workflows.

## Theme 3: Safe Practice

### Current Status:

- Low digital maturity across region.
- Poor connectivity in many areas.
- Limited interoperability with many systems.
- None of the local systems communicate with each other.
- Heavy reliance on paper documentation due to limitations of MIS resulting in triplication.
- Requests for changes to the system are slow to implement.
- Lots of duplication leading to data quality errors.
- Data quality takes a lot of policing to ensure compliance with MSDS etc.
- Staff try their best with an imperfect system.

### Action Plan:

- To make the most of the system we have until an alternative is sourced with Trust wide EPR or stand alone MIS across the LMNS.
- Better engagement with stakeholders via a user group to ensure feedback is heard and system improvements made by those using the system.
- Ensure staff have a better understanding of data and data quality via shared learning.
- Ensure Trust is compliant with data and digital measures.

## Theme 4: Support People

### Current Status:

- Inconsistent digital literacy across the workforce with no current self assessment in place.
- No stakeholder group to help drive future practices.
- No Band 6 support, means less opportunity to release time for additional training or 121 support for staff.
- Strong CNIO leadership offering monthly 121 to Digital Midwife
- Linking with other Digital Midwives across the region with strong representation and leadership in regional DMERG and LMNS groups

### Action Plan:

- Leadership training secured for Digital Midwife commencing Spring 2023.
- Plans to recruit Band 6 support.
- To introduce a new Digital Maternity User Group with representation from all key stakeholders to be held monthly.
- Introduce digital self assessment and ascertain training needs of staff to ensure digital literacy is accessed across the workforce.

## Theme 5: Empower Citizens

### Current Status:

- Low digital maturity across the region means limited availability of nationally recognised tools for women and their families.
- Trust does not yet have the 'Patient Portal' provided by Euroking.
- To date there has been very limited engagement with the MVP with regards to the MIS as none of it is currently patient facing.
- No current programmes in place to support families with limited digital engagement opportunities.

### Action Plan:

- Plans to start works on the 'Patient Portal' once system upgrade to version 1.8 is complete – we need the upgrade to facilitate the portal.
- Once in a position to start to populate the content of the portal we will need MVP and service user engagement.
- Portal will allow all women to have an electronic copy of their pregnancy notes available throughout their journey.
- By Nov 2022 we should also have vision of the shared care record in the community which women will also be able to access.
- Work with the LMNS to improve digital access for those who need it.

## Theme 6: Improve Care

### Current Status:

- Trust has multiple digital solutions being implemented to help improve care, for example E-Obs, which is currently building a Maternity module to allow electronic documentation of MEOWs scores.
- Staff have a lack of understanding of the importance of data and how it influences care pathways.
- Poor connectivity, lack of interoperability, duplication and replication on paper, unwieldy MIS all contribute to challenges when providing care to women.
- Digital Maternity Team working to improve data and information sharing to demonstrate improvements in care.

### Action Plan:

- To support the Trust in creating an EPR that enables an end to end Digital Patient Record that removes paper and duplication from the service and ensures a woman and those caring for her can see her complete record where ever she may be receiving care. Either included with the Trust EPR or if necessary, a dedicated stand alone MIS that is fit for purpose.
- Digital Maternity Team to ensure all data and dashboards are inline with national recommendations and standards.
- Ensure that Maternity are included in all suitable digital transformation provided by the Trust.

# Theme 7: Healthy Populations

## Current Status:

- Currently working with the LMNS to support programmes to improve health and wellbeing of families in our care. However, data feeding into the necessary workflow is misaligned across the region.
- At a local level the MIS data items are inconsistent and need review and improvement. This will then improve data provided at a local and national level.
- Not using our colleagues in information services enough to help produce data to be presented to a wider audience.

## Action Plan:

- Stream line and improve current MIS workflows to ensure data recorded is relevant, current and supports the care we wish to provide to women. Newly formed user group to support in this and invite key stakeholders for feedback and understanding of workflows.
- Use of MSDS and evidence based, nationally recognised KPIs to benchmark the Trust and recognise themes for improvement or recognition.
- Continue to work with LMNS and IS team to improve data collected to help address health inequalities for women in our care.

## Next Steps

### Making it Happen:

- **Create Digital Maternity user group and invite key stakeholders to join and support the development of the Digital Pathway in Maternity.**
- **Ensure all necessary infrastructure work for current MIS is completed by the end of 2022 to allow for improvements to system and launch of 'Patient Portal'.**
- **Until a decision is made about the future of EPR/MIS systems, work to improve and align the current MIS system to meet the needs of the service and data requirements.**
- **This strategy should be reviewed again in 12 months time and a new assessment completed to determine the success of the intended measures to be taken and review any changes that need to be made.**