



HEALTHCARE SAFETY
INVESTIGATION BRANCH

Maternity Formative Evaluation Action plan (updated Dec 2020)

Terms of Reference



- **TOR 1 Quality and efficiency of the maternity investigation process:** To what extent is the HSIB maternity investigation methodology and approach capable of gathering sufficient and relevant evidence from which to develop analysis and recommendations in the required timeframe?
- **TOR 2 Quality of report and reporting:** To what extent do the HSIB investigations produce and communicate recommendations that have traction and legitimacy within NHS Maternity Services?
- **TOR 3 Quality of evidence and analysis:** To what extent do the HSIB investigations produce evidence and analysis that is sufficient to develop recommendations that have legitimacy within the care system?
- **TOR 4 Training and Development:** To what extent does the existing training and ongoing development equip maternity investigators to conduct their role?

Improvement Opportunities



- IO 1.** Define roles so that individuals are responsible and equipped for functions within their expertise across the branch
- IO 2.** Design and implement an investigation framework.
- IO 3.** Define the methodological approach taken, and methods to be used to investigate events.
- IO 4.** Empower maternity investigators to lead their investigations.
- IO 5.** Review the expertise of the investigation team and consider introducing investigation scientists.
- IO 6.** Review the process of obtaining clinical opinion in the programme.
- IO 7.** Reassure the workforce.
- IO 8.** Explore leadership development and coaching to foster a culture of support and where staff feel safe to challenge.
- IO 9.** Evaluate and reflect upon the training programme.
- IO 10.** Explore ways that investigation staff can develop their own understanding of safety/ investigation/ human factors science.
- IO 11.** Focus on quality.
- IO 12.** Taking the opportunity to learn.

Improvement Opportunities

	Improvement Opportunities	Response /Actions	Progress /date for completion
IO 1	There is an opportunity to define the roles of existing job roles, and to foster support from those who have responsibility/ expertise across the branch in governance, procurement etc.	<ul style="list-style-type: none"> • The development of integrated working across the investigation directorate through MD investigations /themed reports etc. • Development of robust governance processes through IIG/OMT • Collaborate working established to support programme development with IU/PMO/ procurement 	Complete and ongoing
IO 2	There is an opportunity to develop and introduce a framework for investigation planning, evidence collection and analysis, which supports investigators to identify all the contributory factors that led to outcomes.	<ul style="list-style-type: none"> • There is a structured framework for investigation in place using the MIM tool, this has been part of training for 10 cohorts of investigators . This supports evidence/analysis and identification of contributory factors. • Following feedback there is opportunity to review and test an alternative tool to support an alternative approach. SEIPS is being trialled as part of the MD review process. • This has been incorporated in the updated maternity training course . • Additional training has been provided and planned for the existing team • Debrief model is being trailed with supports SEIPS methodology 	Complete and ongoing
IO 3	There is an opportunity to define the methodology and distinguish between methods and methodological approaches (this links to IO 2)	<ul style="list-style-type: none"> • Further strategic discussions in place to support staffing model reflective of investigation requirements, this is taking into consideration HF expertise. • Interim support being provided from individuals within the investigation teams and through a monitored HF inbox . 	In progress Date dependant on strategic agreement

Additional actions

	Improvement opportunities	Response /actions	Progress/date for completion
I0 4	There is an opportunity to empower investigators and, in doing so, balance specialist opinion on clinical treatment, decisions and actions with understanding of the systems of work which drive them.	<ul style="list-style-type: none"> Investigator training includes HF /safety science This has been enhanced further with the current cohort of maternity investigators Education seminar series has been developed and is available to all HSIB staff on Tuesday mornings 	Complete and ongoing
I0 5	There is an opportunity to review the expertise to include safety/ investigation/ human factors scientists	<ul style="list-style-type: none"> As per actions I0 3 & 4, on going webinars to improve maternity investigator knowledge in relation to safety science. Strategic planning for safety science resource across the branch Continual review of opportunities for collaborative working 	Complete and ongoing Closed as strategic planning remains open in I0 3
I0 6	There is an opportunity to review the system of obtaining clinical opinion to improve on efficiency, quality and cost.	<ul style="list-style-type: none"> A review of the maternity investigation process has been undertaken to support removal of backlog of cases /efficiency opportunities Recruitment of new Clinical Advisors to support establishment of internal expertise for operational delivery Development of monitoring and reporting through PMO /HIMS Development of maternity quality team to support consistent investigation approach /quality of reports and communication with trusts and families. 	Complete and ongoing

Additional actions



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	Improvement opportunities	Response /actions	Progress/date for completion
10 7	There is an opportunity to improve the wellbeing of the workforce and retention by offering reassurance about the methods being taken to reduce the backlog of reports.	<ul style="list-style-type: none"> • Please see actions undertaken in 10 6 • Further discussion taking place to support move from fixed term/secondment to permanent contracts • Budget maintained to support programme 2021/22 	In progress
10 8	There is an opportunity for improving the culture within the programme and the retention of the workforce. Exploring leadership coaching.	<ul style="list-style-type: none"> • This is outside of the terms of reference and has been picked up through the staff survey which reflects further development across the whole organisation. 	Complete
10 9	There is an opportunity to reflect and improve the training for new staff and update it for existing staff.	<ul style="list-style-type: none"> • This is part of the Acting Head of Investigation Education Learning and Development portfolio • Updated maternity training complete • Tuesday morning training sessions in place • Evaluation of current programme awaited. • See 10 2 for evaluation of previous training courses 	In progress
10 10	There is an opportunity for the executive and whole branch to explore ways they could upskill to improve their own and organisational knowledge of investigating safety incidents in healthcare investigating.	<ul style="list-style-type: none"> • Link to 10 9 development of programme and continuing professional development for all staff members. 	Complete

Additional actions



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	Improvement opportunities	Response /Actions	Progress/date for completion
I0 11	There is an opportunity for the maternity programme to define standards for quality throughout their investigations, including report writing, report content and recommendation writing.	<ul style="list-style-type: none"> • Definition and style guide in place , presented to IIG in November 2020 • Report templates in place • Operational Manual for presentation to IIG in January 2021 • QA family engagement in progress , update January 2021 • Maternity objectives being updated • Maternity KPI being formalised alongside HIMS reporting milestones • Objectives and KPI for joint discussion in investigation directorate leadership meeting in January 2021 • Development of maternity quality team In progress 	Complete and ongoing
I0 12	There is an opportunity for the maternity programme to consider implementing a system of reflection and develop a process to enable further insight from wider intelligence not included within their reports	<ul style="list-style-type: none"> • Debrief model in development with [Redacted]. • QRM in place for trusts • Newsletter presented to IIG December 2020 , being piloted in London • Review of MD process for presentation to SMT December 2020 • Development of taxonomy with [Redacted] 	Complete and ongoing