

| Recommendation: Developing the maternity support workforce | Action Planned/Delivered | Timescales | Progress | Responsible person | Monitoring Arrangements | Task & Finish Group | Evidence |
|--|--|------------|-------------|---|---------------------------------------|---------------------|--|
| Review the skill mix of band 2 HCAs and band 3 MCAs within the obstetric unit | Baseline Financial Assessment | 01/09/2023 | Completed | HOM and finance partners | Service Group Monthly Roster Scrutiny | N/A | Completed, meeting arranged with E-roster team to align roster templates |
| | Review actual requirement across the unit | 01/09/2023 | Completed | HOM / DHOM | | | |
| | Agree and set templates within current financial envelope | 01/12/2023 | In progress | HOM and finance partners | | | |
| Review MCA capacity to provide 24 hour provision on the postnatal ward and 24 hour support on the Labour ward. | Baseline Financial Assessment | 01/09/2023 | Completed | HOM and finance partners | Service Group Monthly Roster Scrutiny | N/A | Completed, meeting arranged with E-roster team to align roster templates |
| | Review actual requirement across the unit | 01/09/2023 | Completed | HOM / DHOM | | | |
| | Agree and set templates | 01/12/2023 | In progress | HOM and finance partners | | | |
| Review the skill mix in community to increase MCAs to improve overall workforce capacity. | Baseline Financial Assessment | 01/09/2023 | Completed | HOM and finance partners | Service Group Monthly Roster Scrutiny | N/A | Completed - Management Board papers approved March 23 and May 23 |
| | Review actual requirement across the unit | 01/09/2023 | Completed | HOM / DHOM | | | |
| | Agree and set templates | 01/12/2023 | In progress | HOM and finance partners | | | |
| Review the band 2 HCA job description and better define the role in maternity care | review and update Job Description | 23/04/2023 | Completed | Group Nurse Director and HOM | | | Job Description reviewed in line with National Job Profiles and job matched |
| | Include JD into OCP | 23/05/2023 | Completed | Group Nurse Director and HOM | | | |
| | Agree and progress OCP | 01/12/2023 | In progress | Group Nurse Director and HOM | | | OCP - Ward Band 2 HCAs included in consultation |
| Review the role of the HCA in obstetric theatres and consider the supply of the role from suitably trained theatre assistants | review as part of OCP 1 | 01/12/2023 | In progress | DHOM and Workforce Transformation Midwife | | | Shadowing of role by Workforce Transformation Midwife |
| Develop a competency framework for band 2 HCAs and band 3 MCAs in maternity care | Band 3 Competency Framework agreed | 31/05/2023 | Completed | Workforce Transformation Midwife | | | Competency Booklet developed for Band 3 MCAs |
| | Band 2 Competency Framework to be agreed and implemented | 23/05/2023 | Completed | Workforce Transformation Midwife | | | |
| Develop a rolling programme of recruitment and training – Year 1 source a cohort of at least 10 trainee MCAs to pursue the HE Cert in Maternity care with Swansea University commencing May 2023 – Sept 2024. | Advertised, appoint and enrol MCA's | 23/03/2023 | Completed | HOM and Workforce Transformation Midwife | | | May 23 cohort progressing HECert |
| Develop a Level 3 vocational training programme for maternity care with Agored Cymru for future MCA development. | Explore in house options | 01/02/2024 | Due | Workforce Transformation Midwife | | | Workforce Transformation Midwife to engage with Agored: Meeting with HCSW training lead (SN) |
| Focus the role of the Workforce Transformation Midwife to develop transformation plans to enable community midwifery to delegate aspects of postnatal care to MCAs. This will require the development of knowledge, skills and cultural change within teams. | Recruit into transformation midwife post | 28/02/2023 | Completed | HOM | | | |
| | Identify workstreams for postholder to lead on | 23/04/2024 | In progress | Group Nurse Director and HOM | | | Midwife leading on HCSW training, Agored and supporting OCP roll out. Further workstreams to be identified as part of transformation programme |
| Ensure midwives are familiar with the All Wales Delegation Framework and competency frameworks for MCAs and HCAs in maternity care. | Delegation workshops to be held | 01/12/2023 | In progress | Workforce Transformation Midwife | | | |
| | Publicise All Wales Framework for MCAs and HCAs in maternity care. | 31/05/2024 | In progress | Workforce Transformation Midwife | | | Education in progress |
| Consider the appointment of a dedicated Practice Educator to work alongside teams to support training and competency development of new and existing MCA's and ensure success of the investment | JD developed and advert live | 14/11/2023 | Due | HOM | | | Interview date confirmed 14/11/23 |
| Evaluate the impact of the role of Business Support manager on the release of clinical midwifery leadership time | Advertise and recruit into role on a temporary basis | 23/02/2023 | Completed | Service Manager | | | |
| | Ensure postholder has adequate training to undertake the role | | Overdue | Service Manager | | | Post holder not currently in work, Division to review when a RTW date confirmed. If likely to be longer term contingency will be considered |
| | review and evaluate after 6 months in post to establish impact | 01/11/2023 | | Service Manager | | | Post holder not currently in work, Division to review when a RTW date confirmed. If likely to be longer term contingency will be considered |
| Review service requirements for phlebotomy and clerical roles and evaluate the value on workforce capacity by releasing midwifery time | Review requirements within Maternity Services | 31/05/2023 | Overdue | Deputy HOM and Workforce Transformation Midwife | | | DHOM will undertake review and feedback to Board, meeting to be arranged W/C 30/10/23 |
| Recommendation: Maximising productivity through technological solutions | Action Planned/Delivered | Timescales | Progress | Responsible person | Monitoring Arrangements | Task & Finish Group | |
| Develop a health board digital solution for women to register new pregnancies online. | Implement solution | 30/11/2023 | Due | Community Matron | | | Designed and ready for communication, training and implementation. Presented to Management Board October 23. System goes live 1/11/23 |

Consider rolling programme

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| Review the lone working policy for community midwives and explore technological solutions. | Dovetail into recommendation 25 | 23/08/2023 | See Recommendation 25 | HOM and Community Matron | | | Option within eScheduling software further meeting November 6 2023 |
| Ensure effective scrutiny and performance management of new roster templates within the obstetric unit. | Set new roster template | 31/11/23 | Due | GND / HOM | | | SMeeting to be arranged with E-roster lead |
| | Embedding roster scrutiny | 31/12/2023 | In progress | Deputy HOM | | | Monthly Service Group Roster Scrutiny |
| | Appoint digital midwife | | Completed | HOM | | | Start date confirmed |
| Explore digital solutions for a range of paper and spreadsheet based processes together with eliminating duplicative and triplicate forms. | Work with Digital Team / Digital plan to explore digital solutions | 01/02/2023 | In progress | Maternity Service manager | | | |
| | Review discharge processes | 30/04/2024 | Due | DHOM | | | |
| Consider the use of an e-scheduling system such as Malinko® in community midwifery | Decision to consider Allocate system | 30/12/2023 | In progress | HOM and Community Matron | | | |
| | Include into IMTP | 30/12/2023 | In progress | HOM and Community Matron | | | 2 products reviewed - Allocate and Civica. Further discussion on Allocate scheduled Nov 6 2023 |
| Recommendation: Staffing at times of peak acuity | Action Planned/Delivered | Timescales | Progress | Responsible person | Monitoring Arrangements | Task & Finish Group | |
| Develop a clear and effective escalation policy for times of increased acuity considering utilisation of all available internal resources. The policy should outline escalation of both obstetric and community services, to adequately support both areas equitably. | Launch escalation policy as part of OCP 1 | 23/11/2023 | Due | GND /HOM | | | Progressing via an OCP |
| | Agree outcome of staffing in peak times of acuity in OCP1 and 2 | 23/11/2023 | Due | HOM and Divisional Manager | | | Progressing via an OCP |
| Explore the procurement of an acuity tool for the antenatal and postnatal wards and develop a biannual triangulated assessment of the staffing that mirrors the current Executive Nurse Staffing Act oversight process. This will require support from corporate nursing to help develop. | establish sub groups to progress this recommendation | 31/01/2024 | Not Started | Group Nurse Director and HOM | | | |
| Review Specialist Midwives job descriptions and undertake annual job planning | review and update Job Description | 23/11/2023 | Due | Deputy HOM and Workforce Transformation Midwife | | | Meeting arranged W/C 13th November 2023 to review Job descriptions. |
| | Undertake job planning | 28/02/2024 | Not Started | Deputy HOM and Workforce Transformation Midwife | | | job Planning meetings to take place December 23, January 24and February 24 |
| Review on-call arrangements to ensure compliance with WTD, staff wellbeing and ensuring the service can respond swiftly when acuity increases significantly. This will include developing an obstetric unit on-call for times of increased acuity, which negates automatic default to community midwives | Launch OCP 1 and 2 | 30/11/2023 | Completed | Group Nurse Director and HOM | | | Progressing via an OCP |
| | Agree outcome of staffing in peak times of acuity in OCP1 and 2 | 30/11/2023 | Due | HOM and Divisional Manager | | | Progressing via an OCP |
| Monitor the effect of change/transformation on staff satisfaction, recruitment and retention. | | 31/03/2024 | Not Started | Deputy HOM / HR BPs | | | |
| Recommendation: Redesigning the community midwifery staffing model | Action Planned/Delivered | Timescales | Progress | Responsible person | Monitoring Arrangements | Task & Finish Group | |
| Review the community leadership structure to strengthen local decisionmaking, career progression and retention of midwives. | OCP 2 launch and close | 30/04/2023 | Completed | HOM and Divisional Manager | | | Progressing via an OCP |
| Review NPT Birth Centre activities/purpose/model to improve efficiencies and maximise usage once staffing sufficient to reopen. | OCP 2 launch and close | 30/01/2024 | In progress | HOM and Divisional Manager | | | Progressing via an OCP |
| Review the community workforce skill mix and consider a 85:15% registered to unregistered staffing skill mix (i.e. RMs:MCAs) in accordance with national guidelines and Birthrate Plus®. | OCP 2 launch and close | 30/04/2023 | Completed | HOM and Consultant Midwife for Normality | | | Management Board Paper May 23 completed and presented with approval. Progressing through OCP |
| Develop a Management Board paper proposing a revised staffing model and option appraisal to phase reopening of the FMU and Home Birth and option appraisal to phase reopening of the FMU and Home Birth service. | ment board paper completed and su | 31/05/2023 | Completed | HOM and Consultant Midwife for Normality | | | Management Board Paper May 23 completed and presented with approval |
| Prioritise the work plan for the Workforce Transformation Midwife to support the community teams to test new ways of working and translate transformation initiatives into plans. | Workstreams and workshops | 31/12/2023 | In progress | Workforce Transformation Midwife, Consultant Midwife for Normality | | | |
| Work with the current community MCAs to identify skills gaps for new ways of working and devise a training plan to meet those needs. | Monthly meetings with MCA's | 31/05/2024 | In progress | Workforce Transformation Midwife | | | |
| Recommendation: Strengthening clinical leadership and supporting career progression | Action Planned/Delivered | Timescales | Progress | Responsible person | Monitoring Arrangements | Task & Finish Group | |
| Support staff to complete the HEIW Labour Ward Coordinator recommended induction programme. | Communicate with HEIW re launch date of programme | 01/04/2024 | In progress | HOM / DHOM | | | Awaiting launch of programme - timescale extended due to HEIW delays |
| | All new starters to complete programme | | Not Started | DHOM | | | Awaiting launch of programme |
| | Existing staff - undertake training needs assessment. | | Not Started | DHOM | | | Awaiting launch of programme |
| | Existing staff - support to complete relevant parts of programme | | Not Started | | | | Awaiting launch of programme |
| Work in partnership with HEIW to share health board progress on the revised MCA job description and person specification and new competency framework being developed by the organisation. | Complete revised JD and implement | 31/08/2023 | Completed | Workforce Transformation Midwife | | | |
| Review the robustness of the current leadership structure and consider the RCM recommendation for a Director of Midwifery | review requirement for post | 30/11/2023 | Due | | | | |
| | Agree Job description | 30/11/2023 | Due | Group Nurse Director | | | |

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| a Director of Midwifery. | Advertise and appoint | 31/12/2023 | In progress | | | | Job description agreed, awaiting job evaluation confirmation before advertising |
| Review the requirement for a second Consultant Midwife for the Obstetric Pathway. This will need to be undertaken in conjunction with a review of the 8a role Lead midwife for intrapartum care to establish potential overlap | Benchmark against other HB's, review requirement | 31/03/2024 | Not Started | HOM / Consultant Midwife | | | |
| Recommendation: Listening to the workforce and nurturing positive culture | Action Planned/Delivered | Timescales | Progress | Responsible person | Monitoring Arrangements | Task & Finish Group | |
| Consider the development of collective leadership through staff listening events, midwifery leadership touchpoints, regular surveys and 'pulse' checks | Develop workforce and wellbeing plan | 02/02/2024 | Not Started | HR Business Partners, HOM | | | |
| Consider how clinical leaders are supported to undertake periodic clinical immersion in practice | Implement a "quality day" for protected time for the senior team to spend in clinical practice | 31/12/2023 | Not Started | HOM / DHOM | | | |
| Develop an organisational developmental programme to foster a culture of collective teamwork and team 'branding' for Swansea Bay. | Work with RCM to develop a midwifery leadership programme, linking in with the Nursing and Midwifery academy | 01/04/2023 | Not Started | GND / HOM/ RCM / | | | |