Maternity Strategy Implementation Steering Group (MSISG)
Notes of a Meeting of the MSISG held on Wednesday 19 March 2008 at 2:00 pm
In the Boardroom, Dalian House, NHS Greater Glasgow & Clyde

Present: Helen Byrne, Director Acute Services Strategy, Implementation and Planning (Chair)
Rosslyn Crocket, Director, Women & Children’s Directorate
Iain Wallace, Associate Medical Director, Women & Children’s Services
Alan Mathers, Clinical Director Obstetrics & Gynaecology
Willie Frame, Consultant Anaesthetist (GRI) Area Anaesthetics Sub-Committee
Jonathan Coutts, CD Neonatal Services
Ann Crumley, Head of Organisational Development, Acute Services
Rosslyn Crocket, Director, Women & Children’s Directorate
Iain Wallace, Associate Medical Director, Women & Children’s Services
Alan Mathers, Clinical Director Obstetrics & Gynaecology
Willie Frame, Consultant Anaesthetist (GRI) Area Anaesthetics Sub-Committee
Jonathan Coutts, CD Neonatal Services
Ann Crumley, Head of Organisational Development, Acute Services
Ann Holmes, Consultant Midwife
Dorothy Cafferty, Planning Manager, Women’s and Children’s Services
Eleanor Stenhouse, Head of Midwifery
John Scott, Project Manager, Capital Planning & Procurement
Kate Munro, Community Engagement Manager
Mairi Macleod, Project Manager, New Children’s Hospital
Sue Forsyth, Staff Partnership – UNISON
Cathy MacGillivray, Head of Nursing, Clyde Acute Services
Sue Laughlin, Head of Health Inequalities and Health Improvement
Andrea LaRoche, Secretariat Administrator

1 Apologies

1.1 Apologies were received from Tony Curran, Anne MacPherson, Pat Bryson, Anne Mitchell,
Lesley McIlrath, Anne Davidson and Noreen Shields.

2 Notes of the MSISG Meeting held on 19 March 2008

2.1 The notes of the meeting held on 19 March 2008 were agreed subject to the following
amendments:

- Section 3.4, Scoping Work – It was noted that the research and analysis work
undertaken by Mark McAllister relates to a socio-economic benefits analysis of the two
new hospitals on the Southern General Hospital site, and not to nursery provision. Mark
has been asked to present a review of the key findings of his work at a future MSISG
meeting (likely to be the MSISG meeting on 21st May 2008).
- Section 4.1.b, Pregnancy Pathway Sub-group – The notes of the meeting to reflect that
Dr. Alan Mathers tabled a paper on behalf of Ann Holmes, and that the outline plan had
been agreed by the MSISG. KIND should read KCND, and the word route be changed to
read root.
- Section 4.1.c, Neonatal Sub-group – It was noted that the University already runs two
courses per year for Neonatal Nurses.

3 Matters Arising

3.1 West of Scotland Gynaecology Oncology Services: Dorothy Cafferty advised that work
is being urgently progressed with West of Scotland finance staff and via planning
colleagues to agree the financial share for each of the West of Scotland Boards. A paper
setting out the process to consider and agree a West of Scotland service model for ovarian
cancer was presented to the February meeting of the Regional Cancer Advisory Group
(RCAG). The service model proposal paper is to be considered by the RCAG on 24th April
2008, with a view to recommendation of implementation to the Chief Executives’ Group.

Action DC/LMcI
Helen Byrne advised that the tender for the capital works at the Glasgow Royal Infirmary had been obtained supporting the move of gynaecology from the Glasgow Royal Infirmary to the Princess Royal Maternity Hospital. Capital work starts on 25th March 2008. Willie Frame highlighted that there continues to be a need to monitor the impacts for high dependency bed use (HDU). Lesley McIlrath and Eleanor Stenhouse were asked to discuss the matter further with Willie to ensure there are no adverse impacts for the service.

**Action: LMcl/ES/WF**

### 3.2 Draft Full Business Case (FBC):

Dorothy advised that approval had been obtained at the NHS Board’s Performance Review Group meeting on 18th March 2008 to submit the FBC to the Scottish Government’s Capital Investment Group. The FBC has therefore been submitted to the CIG for consideration of approval at its 8th April 2008 meeting. Dorothy advised that it is the usual practice to receive comments on OBC and FBC submissions to the CIG, and feedback is therefore expected week beginning 31st March 2008. The formal outcome of the 8th April 2008 CIG meeting will be communicated to MSISG members as quickly as possible thereafter.

**Action: DC**

### 3.3 Equality Impact Assessment (EQIA) tool:

Sue Laughlin referred to the Guidance Notes and Equality Impact Assessment Tool circulated for the meeting, advising that these are legislative requirements. Sue went on to indicate, that the MSISG, would already be aware that the Corporate Inequalities Team had undertaken Equality Impact Assessment pilots for a variety of service areas across the organisation, including one pilot in maternity services, and one relating to child protection training undertaken in the Child Protection Unit. It was further noted that as a result of the findings of the pilots, and by taking account of comments by users of the assessment tool that revisions had been made to improve the EQIA tool. It was noted that a further review is to be carried out in July 2008, when any final refinements would be made.

**Action: SL**

### 3.4 National Neonatal Sub-Group:

Alan Mathers advised that no further meetings of the national workstream sub-group had been held to date, pending the outcome of the work of the group. anticipated to give an indication of recommended levels of medical staff.

### 4 Performance Framework

#### 4.1 Progress Monitoring Reports

**a) Capital and Finance Project Board:** John Scott advised that foundation piling work at the Southern General Hospital site was complete, and that the maternity capital project remains on target. Planning consent has been approved by Glasgow City Council. The appointed Design Team is now working through the Tender returns and a tender analysis is being undertaken. As noted in section 3.2, matters arising, the FBC has been submitted to the Capital Investment Group for consideration at its 8th April 2008 meeting. On approval, it is planned to have a contractor formally appointed and on site in April 2008.

Rosslyn Crocket added that the Capital Team is also currently preparing a cost and timescale for the West Glasgow antenatal service accommodation at the old Beatson unit, Western Infirmary. It was noted that Dorothy Cafferty is to represent the Project Board at a West Glasgow CHCP “Partick Hub” meeting which is to take place on 7th April, to take forward the potential option to permanently locate the West Glasgow service within the “Partick Hub” scheme. The scheme is one being led by the CHCP in partnership with Glasgow City Council, service and voluntary organisations.

**Action RC/DC/JS/Capital Project Board**
Helen advised, that since the submission of the Outline Business Case (OBC) for the New Adult and Children’s Hospitals, the Project Team has been working on actions raised in the feedback sent by Mike Baxter of the Scottish Government Capital Investment Group.

b) Pregnancy Pathway Sub-group (PPG): Consultation is being finalised with CH(C)P organisations regarding the community model redesign. Ann Holmes advised that very positive feedback had been received from the recent presentation to the Local Medical Committee GP Sub-Committee to update its members on the redesign programme, the consolidation of services and the midwife being the first point of contact. The Sub-Committee approved the service model in principle.

Iain Wallace advised that although members had generally signed up to the principles of the hub and spoke model, some GPs expressed concerns about the proposed self-referral process, and stated a preference for assisted self-referral. It was noted from the meeting that the LMC is keen to play a role in communications about the redesigned model of service.

With regard to the ongoing consultation with CH(C)P colleagues, Eleanor Stenhouse advised that all CH(C)Ps have signed up in principle to spokes, with only the East Renfrewshire CH(C)P remaining outstanding and this is being followed up with the CH(C)P. One of the main challenges identified is accommodation capacity. Kate Munro highlighted that the Sandy Road option had not been identified as the preferred option for women at the time of the user engagement process, and that a maternity centre in the West was the preferred choice.

Ann advised that once the accommodation is decided upon, there will be capacity issues. Rosslyn advised that once the work is completed, a collective meeting with all CH(C)P Directors would be arranged. Engagement with users would run parallel to that as well as involving the Scottish Health Council and Royal College of Midwives (RCM). Eleanor advised that the RCM is pleased with the staff engagement work that has taken place to date.

c) Neonatal Sub-Group: Jonathan Coutts advised that work to integrate the unit is progressing well, with middle grade staff competencies now under review. There is an issue about medical staff capacity which is also being reviewed. An Advanced Nurse Practitioner Practitioner (ANNP) post has been appointed, and other posts are being re-advertised nationally. It was noted that this has resulted in the loss of a postholder from the Neonatal Transport Team but work is ongoing with the Transport Team to address the loss of the postholder, and perhaps different ways of filling the post, e.g. a hybrid post, including advertising the post nationally.

Eleanor Stenhouse reported that nursing staff recruitment has been very positive, with more than 20 new posts being appointed and in post by the end of May 2008. Some of the new appointments will require neonatal training and a training programme is to be implemented. Rosslyn acknowledged the significant amount of work undertaken by staff to get to this stage, and emphasised the need to continue to progress the work to deliver to the target of June 2008 to implement the service.

Jonathan advised that the Neonatal Sub-group also continues participate in the planning of the new Unit, and for example work is moving forward with details such as wall colours are starting to be looked at. Helen advised that Anna Baxendale has drafted a paper about the Board’s overall approach to the Arts and health agenda, and that a project for the new build maternity is being taken forward by Dorothy Cafferty in conjunction with the Art and Health Team. Dorothy advised that the work would be brought to the MSISG at a future date once the project had been appropriately scoped.
d) HR & Staff Communications Sub Group: Eleanor advised that Neil Wilson of the workforce planning team had joined the group to progress the workforce planning agenda. Alan Mathers welcomed the addition of a workforce planning representative, highlighting concerns about the lack of a cohesive workforce strategy for operational level services. Alan went on to highlight the urgency of training and developing staff as this was a major concern for successful service implementation. Eleanor advised that a considerable amount of work has been undertaken. However, it is recognised that there are a number of separate workstreams for workforce planning and that these need to be connected for the Directorate, as well as for the organisation and with the national agenda. Rosslyn and Helen with Anne MacPherson agreed to arrange a meeting to discuss workforce planning issues with the Director of HR.

Anne advised that the staff information roadshows had provide successful for those who attended. Anne also advised that the topic of nursery provision continues to be looked at by the organisation in order to find a solution for the organisation as a whole.

Action: AMacP

4.2 Updates

a) Maternity Strategy OD Plan: Rosslyn advised that Gerry Hope is currently leading an organisational development exercise to put in place a number of training packages to support service change and development.

Action: AC/GH

b) Clyde Maternity Review: Cathy MacGillivray advised that a consultation paper has been prepared. However, the consultation is held in abeyance awaiting further guidance. However, meetings with service users have been arranged for April, pending final direction about the consultation exercise. An audit has been done to look at women’s choices and a further audit will be undertaken during the consultation process. Recommendations from the Scottish Health Council have been taken on board.

Action: CMacG

c) Community Engagement: Kate Munro provided an update on behalf of Pauline Cameron. It was noted that a rolling programme of engagement is ongoing. Pauline is now established as the lead for engagement with users by Womens’ groups. However, Kate highlighted the need to provide Pauline with support from staff with the knowledge and expertise about the details of the strategy and its implementation at future meetings and community engagement events.

Action: PC

d) New Children’s Hospital: Mairi MacLeod advised that the Outline Business Case (OBC) for the two new hospitals was submitted to the NHS Board on 19th February 2008 and to the Scottish Government’s Capital Investment Group (C.I.G.) on 26th February 2008. The Scottish Government had since responded with approximately 50 items for clarification, to which the New Hospitals Project Team has responded. Work on the procurement model and the governance structure for the next stage of the project is ongoing. Helen advised that the points for response from the C.I.G. are part of the OBC approval processes and the NHS Team were commended on the depth and speed of the response to the C.I.G. Scottish Government Cabinet approval is awaited.

Action: MMacL

5 Key Messages:

5.1 Helen suggested key messages for the March MSISG bulletin should include the approval of the Maternity FBC and thereafter submission to the C.I.G. The progress being made with the pregnancy pathway work. The success of the staff roadshows. The progress being made to integrate the neonatal services. The planned consultation process for Clyde’s maternity services.

Action: DC/PC
6  **Any Other Business:**

6.1 There were no further items for discussion.

7  **Date and Time of Next Meeting:** The next meeting of the MSISG will be held on Wednesday 16th April 2008 at 2.00 p.m. in Board Room 1, Dalian House, Glasgow.

**Distribution:** Members of the MSISG
Robert Calderwood, Chief Operating Officer, Acute Division
Graham Stewart – Clinical Director/Consultant Paediatrician, Clyde
Deb den Herder, Director of Acute Services, Clyde
Jacquie Campbell, General Manager, Women’s & Children’s Acute Services/Clyde
Audrey Taggart, Service Project Manager, Maternity Services
NHSGG&C Intranet