

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	
	Review actual requirement across the unit	01/09/2023	Completed	HOM / DHOM			
	Agree and set templates within current financial envelope	31/11/23	Completed	HOM and finance partners			
Review MCA requirement 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	Unregistered Workforce plan workgroup	
	Review actual requirement across the unit	01/09/2023	Completed	HOM / DHOM			
	Review as part of workforce planning group, not currently funded	15/03/2024	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	Unregistered Workforce plan workgroup	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	15/03/2024	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 Nation Job Profiles and job matched
	Include JD into OCP	23/05/2023	Completed	Group Nurse Director and HOM			
	Part of workforce planning group	15/03/2024	In progress	Group Nurse Director and HOM		Unregistered Workforce Plan workgroup	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	Workforce planning group	15/03/2024	In progress	DHOM		Unregistered Workforce Plan workgroup	Shadowing of role by Workforce Transformation Midwife
	Band 3 Competency Framework agreed	31/05/2023	Completed	Workforce Transformation Midwife			Competency Booklet developed for Band 3 MCAs
Develop a competency framework for band 2 HCAs and band 3 MCAs in maternity care	Band 2 Competency Framework to be agreed and implemented	23/05/2023	Completed	Workforce Transformation Midwife			
	Band 3 Competency Framework agreed	31/05/2023	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 HE Cert
Develop a Level 3 vocational training programme for maternity care with Agored Cymru for future MCA development.	Explore in house options	15/03/2024	In progress	DHOM		Unregistered Workforce plan workgroup	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	23/04/2023	Completed	Group Nurse Director and HOM			
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	15/03/2024	In progress	Workforce Transformation Midwife			
	Publicise All Wales Framework	15/03/2024	In progress	Workforce Transformation Midwife			
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	Completed	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	15/03/2024	In Progress	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
	Develop new Business case after 6 months in post to establish impact	22/02/2024	Completed	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	Completed	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	Completed	Community Matron			Designed and ready for communication, training and implementation. Presented to Management Board October 23. System goes live 1/11/23
Review the lone working policy for community midwives and explore technological solutions.	Dovetail into recommendation 25	23/08/2023	Completed	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	Completed	GND / HOM			Meeting to be arranged with E-roster lead
	Embedding roster scrutiny	31/12/2023	Completed	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	15/03/2024	In progress	Maternity Service manager			
	Review discharge processes	15/03/2024	In progress	DHOM			
Consider the use of an e-scheduling system such as Mainka® in community midwifery	Decision to consider Allocate systems	15/03/2024	In progress	HOM and Community Matron			
	Include into IMTP	22/02/2024	Completed	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	Completed	GND /HOM			
	Agree outcome of staffing in peak times of acuity in OCP1 and 2	23/11/2023	Completed	HOM and Divisional Manager			
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	15/03/2024	Not Started	Group Nurse Director and HOM			
Review Specialist Midwives job descriptions and undertake annual job planning	review and update Job Description	15/03/2024	In progress	Deputy HOM and Service Manager			
	Undertake job planning	31/01/2024	Not Started	Deputy HOM and Service Manager			
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			
Monitor the effect of change/transformation on staff satisfaction, recruitment and retention.	Agree outcome of staffing in peak times of acuity in OCP1 and 2	30/11/2023	Completed	HOM and Divisional Manager			
	Review the effect of change/transformation on staff satisfaction, recruitment and retention.	31/03/2023	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	30/04/2023	Completed	HOM and Divisional Manager			
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.	Management board paper completed and submitted	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	22/02/2024	Completed	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	22/02/2024	Completed	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 HEW Labour Ward Coordinator recommended induction programme.	Communicate with HEW re launch date of programme	01/10/2023	In progress	HOM / DHOM			Awaiting launch of programme
	All new starters to commence programme	22/02/2024	Completed	DHOM			Awaiting launch of programme
	Existing staff - undertake training needs assessment	15/03/2024	Not Started	DHOM			Awaiting launch of programme
	Existing staff - support to complete relevant parts of programme	15/03/2024	Not Started	DHOM			Awaiting launch of programme
Work in partnership with HEW 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	15/03/2024	In progress	Group Nurse Director			
	Agree job description	15/03/2024	In progress				
	Advertise and appoint	15/03/2024	In progress				
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 BA role Lead midwife for intrapartum care to establish potential overlap		31/03/2023	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	engagement/staff experience and wellbeing	19/02/2024	In progress	HOM/CSM/HR			Engagement/Staff Experience and Wellbeing subgroup
Consider how clinical leaders are supported to undertake periodic clinical immersion in practice		15/03/2024	Not Started	HOM			
Develop an organisational developmental programme to foster a culture of collective teamwork and team 'branding' for Swansea Bay.		19/02/2024	In progress	HOM/CSM/HR			

Consider rolling programme