

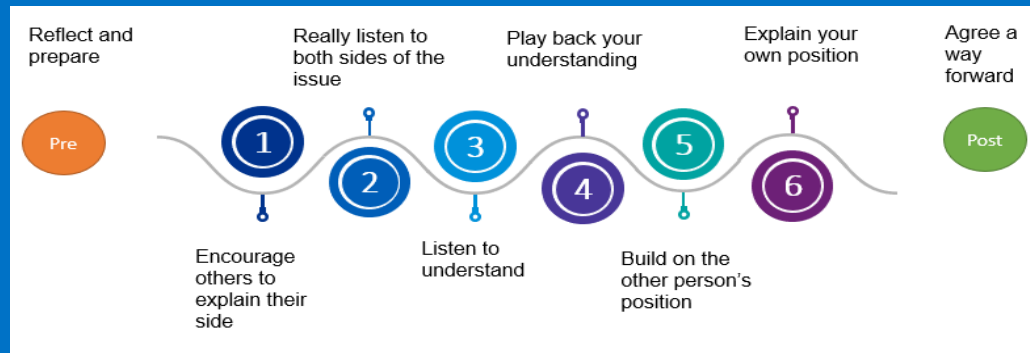
Great Western Hospitals NHS Foundation Trust provides maternity care to women in Swindon and surrounding rural areas, and approximately 4,000 babies are born here each year. The Trust is part of Bath and North East Somerset, Swindon and Wiltshire Local Maternity and Neonatal Service.

In October 2021, the staff survey raised concerns around organisational/departmental culture.

In February 2022, all Maternity staff were sent a confidential Culture of Care survey to provide more feedback – this was achieved via 104 response to the survey and 36 staff attending focus groups. A Maternity staff forum, led by the Chief Nurse was held to discuss the findings and identify the next steps.

Approach

- Session held on Band 7 away days with opportunity to role play.
- Empowering impact on willingness to facilitate conversations that might have previously been labelled as ‘difficult’.
- Sense of pride when undertaken which empowered shared learning and experiences.
- Sustained use of the language ‘courageous conversation’ now looking to transition to ‘compassionate conversation’ holding same principles.



Resources

- Support has been received by the Trust organisational Development team to facilitate cultural away days with the senior team, with a focus on leadership and challenging poor behaviour.
- Training capacity to embed Learning Together methodology.

Challenges

- CQC inspection of Maternity services September 2023, immediate changes implemented in response to CQC feedback October 2023.
- Integrating on-going culture work into development of CQC improvement plan Nov 2023.
- CQC report published immediately prior to Safety, Culture, Operational risk, Resilience/burnout and Engagement (SCORE) survey being sent out to staff.

Impact

- Strengthened senior team at matron level over the last 6 months provides improved visibility of the leadership team and oversight.
- Strengthened clinical leadership model for Obstetrics and Gynaecology to include a deputy clinical lead with focus on Obstetrics.
- Feedback from the safety champions walkabouts have demonstrated an improvement in the culture and moral described by the teams.
- Third cohort of Maternity & Neonatal service staff participating in Trust Improving Together training to embed methodology and practices throughout the workforce.

Next Steps

The Trust is actively engaged with the NHS England Perinatal Culture and Leadership Programme.

The SCORE survey closed in April 2024 with culture conversations planned from July 2024.