



## Birth of a new era

Collaborative strategies for an improvement culture in maternity care

The Ockenden Report prompted a call for accountability and reforms in maternity services. Following a 2022 Care Quality Commission (CQC) inspection, we responded by launching a maternity culture and improvement programme.

This programme aimed to provide outstanding care, ensure Hampshire Hospitals NHS Foundation Trust is a great place to work, make best use of resources, innovate for a sustainable future, and work collaboratively to benefit the population.

Our targeted interventions included staff training, behaviour framework development, culture conversations and building psychological safety. The implementation of the programme aimed to enhance openness of the maternity culture, develop leadership and management skills, and foster a mindset for improvement initiatives.

Over 200 maternity staff completed fundamentals of quality improvement (QI) training (bronze level); this represents 11% of all bronze QI trained staff trust wide. In addition, 26 attained practitioner level (silver) training. Additionally, two QI coaches were trained at gold level, increasing capacity for improvement support within maternity services.

External culture and team-building exercises were run through SimComm, and completion of a perinatal culture leadership programme has encouraged ongoing conversations about workplace culture.

An improved culture and focus on continuous improvement can be seen across all levels of staff, and HR data indicates a reduction in staff turnover, with increases in recruitment and retention. Independent surveys also showed improved CQC patient survey results.

Robust governance infrastructures ensure clear visibility of all improvement initiatives, facilitating collaboration and progress tracking.

