

# Managers

## What we look for

### Well-led

#### Shared direction and culture

- Does the maternity service have a dedicated vision and strategy developed with stakeholders and staff focused on sustainability of services and aligned to local plans within the wider health economy?
- Describe your access to the board for raising concerns, celebrating success and routine reporting.
- How do you encourage check and challenge in the service?

#### Capable, compassionate and inclusive leaders

- Describe how the service is led:
  - Is the service led by an operations director, midwifery director and clinical director for obstetrics, gynaecology and neonatology?
- How do leaders maintain visibility in the clinical areas?
- Are the job plans clear and accurate about describing duties, responsibilities, accountabilities and objectives for medical staff, with enough time allocated to required duties and to attend meetings and training?
- How do staff and the board hear about staff vacancy rates, sickness rates, other leave impacting the team, for medical and all grades of midwifery staff?

- Describe the strategy for succession planning and development of future leaders in the service.

## Freedom to speak up

- How can you evidence changes made as a result of staff giving feedback or speaking up?
- How are staff encouraged to speak up freely?

## Workforce equality, diversity and inclusion

- Describe how you review and improve the culture of the service.
- Are there any actions in the service following the trust staff survey results? This could include people with protected characteristics or bullying and harassment?
- How reflective of the population is your workforce and what steps are taken to address any shortfalls?

## Governance, management and sustainability

- Describe the governance structure, including:
  - regular meetings and attendance against quoracy, minutes and actions
  - risk registers and maternity red flag responses
  - Maternity Incentive Scheme outcomes.
- Describe how relevant information escalated to the trust quality and safety committee.
- How are you assured policies and procedures are up to date and in line with Royal Colleges and NICE guidelines?
- What are the arrangements for an audit programme and to check improvements over time?

- How do leaders report maternity service staffing to the board (this includes the use of bank, agency and locums; planned versus actual for labour ward, postnatal, antenatal, antenatal clinical, triage, maternity assessment/maternity day unit and community staffing; specialist and supernumerary roles)?
- How are clinical records managed and what are the arrangements for data protection as well as for information sharing throughout the maternity pathway, from antenatal to postnatal care?

## Partnerships and communities

- How do leaders engage with Maternity and Neonatal Voices Partnership (MNVP), staff and women?
- How has the MNVP shaped the service?

## Learning, improvement and innovation

- Describe your approach to continuous quality improvement for maternity services.
- What recent improvements have there been to the service?

## The importance of people's experience

- Do you receive patient stories at board from those with direct experience of the maternity service?