



Liverpool Women's  
NHS Foundation Trust

# Clinical and Quality Strategy 2020–25



STILLBIRTHS | MATERNAL DEATHS | NEVER EVENTS







## Clinical and Quality Strategy 2020–25

### Contents

• Foreword	5
• Future Generations	6
• The Context	7
• Where do we want to be?	8
• Our ambitions for quality improvement	9
• Key examples of our priorities	13
• How are we going to get there?	14
• Monitoring and measuring success	15
• Appendices - Clinical Service Priorities	16





*This ambitious Clinical and Quality Strategy focuses on our aim to be the leading provider of healthcare for women, babies and their families.*

*We aspire to be recognised as an outstanding organisation. We have set out our ambitious goal of achieving the three Zeros - zero stillbirths, zero maternal deaths and zero never events.*

*This is a challenging and ambitious strategy but I know that with the right support, investment, training and encouragement, the team at Liverpool Women's will pull together to deliver a marked improvement in outcomes and experience for our patients and their families.*

**Kathryn Thomson**  
**Chief Executive**



# Foreword

**Liverpool Women's Hospital has a proud history of providing world-leading clinical care to women, babies and their families dating back to 1796, when a dedicated group of local people set up the 'Ladies Charity' to help care for women in the city who were giving birth.**

Over the years we have delivered our unique set of services from a variety of locations across the city, coming together under one roof in our current location on Crown Street in 1995. From here we now provide care to thousands of people from Liverpool and beyond every year, as the country's only standalone specialist Trust for women and their babies.

**Since 1995 we have:**



accompanied 200,000 women safely through their pregnancy and birthing experiences whatever their challenges;



cared for 25,000 babies in need of highly specialised medical care often in the most extreme of circumstances;



built a world-recognised fetal medicine service which is run by some of the best clinical specialists in the country;



undertaken 225,000 gynaecological procedures to alleviate a full range of highly debilitating diseases and cancers;



established one of the largest and most successful NHS fertility services in the country;



created a leading genomics centre which supports multiple other strands of medical care using ground breaking technologies.

This ambitious Clinical and Quality Strategy focuses on our aim to be the leading provider of healthcare for women, babies and their families. We aspire to be recognised as an outstanding organisation.



**STILLBIRTHS | MATERNAL DEATHS | NEVER EVENTS**

It sets out our ambitious goal of the three Zeros - zero stillbirths, zero maternal deaths, and zero never events. This is a challenging and ambitious strategy but I know that with the right support, investment, training and encouragement, the team at Liverpool Women's will pull together to deliver a marked improvement in outcomes and experience for our patients and their families.

This strategy was developed through conversations with our staff, patients and governors. We have done this in a variety of ways; through individual discussions, listening events, engaging through social media, and increasingly through virtual meetings. We value the diverse perspectives we have gained from engaging with these different groups; they all have a part to play in shaping our future.

We have also considered our previous achievements and performance to help inform our priorities as well as using the feedback we have received from patients about our services, the clinical challenges that we face and our compliance against key clinical standards and service specifications.

Our leading roles in research, innovation, education and digital medicine underpins this strategy, driving forward improvement in the quality of care we provide.

**Kathryn Thomson**  
**Chief Executive**



# Our Strategy

Our ambitions for Liverpool Women's Hospital over the next five years are set out in our overarching Trust plan; Our Strategy. Our Strategy recognises the importance of securing safe and sustainable services for the future, as well as ensuring we provide the best possible care today for women, babies and families accessing our services.

Our long term strategy, Future Generations, sets out the clinical challenges associated with our isolated site. We are clear that those risks can be addressed with a relocation of Liverpool Women's adjacent to an adult acute hospital in the city, ensuring access to the full range of clinical expertise and facilities to provide safer and more sustainable care for the future generations of women in Liverpool and beyond.

This Clinical and Quality Strategy sets out our quality improvement themes for the next five years, together with the specific quality improvement priority for each of our clinical specialties.

This Quality and Clinical Strategy sits alongside other key strategies to ensure that the Trust is driving towards its vision of being the leading provider of healthcare for women, babies and their families.





# The context

There are a range of factors at a Trust, local, regional and national level which have influenced the content of this strategy and will influence the way we deliver it.



## Local

Liverpool has significant challenges in improving population health; at 78.2 years Liverpool has the second lowest life expectancy of the English Core Cities. To tackle these inequalities, NHS organisations and Liverpool City Council have produced the One Liverpool strategy. One of the key priorities within One Liverpool is 'Starting Well'; early intervention in the first 1001 days of life.

We provide a number of our services in partnership with other organisations in Liverpool to ensure patients receive joined up care including neonatal, maternal medicine, genomics and complex gynaecology services. Our partnerships help shape our plans for quality improvement, as we learn from other organisations and share best practice.



## Regional

Liverpool Women's is part of the Cheshire and Mersey Health and Care Partnership; we work together with other NHS organisations across the region to provide joined up, efficient care. Plans to improve health across the region are set out in the Better Lives Now strategy. Liverpool Women's is also part of regional networks for many of its services; for example we are a partner in delivering the Cheshire and Mersey Local Maternity Action Plan for transforming maternity care.

Hospitals in Cheshire and Merseyside, the Isle of Man and North Wales refer complex pregnancy and gynaecological related conditions to Liverpool Women's Hospital. Maintaining the delivery of high quality services is key to regional stability.



## National

The NHS Long Term Plan was published in 2019, setting the direction for the NHS over the coming years. It includes initiatives for improving maternity, neonatal and cancer services, alongside ambitions for digital-enabled care. It was accompanied by the NHS People Plan, which sets out a vision for people working in the NHS to enable delivery of the goals in the Long Term Plan.

The NHS Patient Safety Strategy was also published in 2019 and has been a key influence throughout this strategy, as we strive to deliver the safest possible services within our existing resources. The CQC's most recent inspection of Liverpool Women's took place in December 2019. The Trust was awarded a rating of 'Good' with some areas identified for improvement. These areas will be our initial focus, while our ambition remains that we become an 'Outstanding' rated Trust.



## COVID-19

This strategy has been written in the context of a global pandemic. A command and control structure is in place at the time of writing, which currently impacts on our ability to set the direction for our services.

COVID-19 has presented enormous challenges for the NHS, but it has also demonstrated that we can enact significant change at pace to keep our staff and patients safe. Learning from our responses is key to delivering improved quality in the longer term.



# Where do we want to be?

## Our Ambitions for Quality Improvement

We define quality to be made up three key components: Patient Safety, Clinical Effectiveness and Patient Experience.

At Liverpool Women's, our vision is to become the recognised leader in healthcare for women, babies and their families. We have developed a set of ambitions aligned to our aims, which set the long term direction for our organisation; creating the momentum and mind-set we need to become outstanding in everything we do.

Our ambitions help create an environment where we are constantly reaching for excellence and where continuous improvement in quality is always at the top of our agenda.

Our extensive engagement work in preparing this strategy culminated in the identification of a number of key priorities for delivering quality improvement in the first years of this strategy, moving us towards achieving our ambitions and realising our vision. We will regularly monitor, review and refresh where needed these priorities, to make sure we are still firmly on track to deliver outstanding care in all of our services, all of the time.

## Our vision

To be the recognised leader in healthcare for women, babies and their families

Our Values	Care	Ambition	Respect	Engage	Learn
Our Aims	To develop a well led, capable, motivated and entrepreneurial workforce.	To be ambitious and efficient and make best use of available resources.	To deliver safe services.	To participate in high quality research to deliver the most effective outcomes.	To deliver the best possible experience for patients and staff.
Our Ambitions	We will be an outstanding employer.	We will deliver maximum efficiency in our services.	Our services will be the safest in the country.	Outcomes will be best in class.	Every patient will have an outstanding experience.
Our Quality Improvement Priorities	Create a fair and just culture. Deliver comprehensive Human Factors training.	Adopt relevant tested interventions. Deliver national targets in context of COVID-19 recovery.	Create a culture of safety. Deliver outstanding medicines safety, maternity and neonatal safety.	Outcomes will be best in class.	Improve adult mortality and extended perinatal mortality. Deliver all NICE quality standards.
Our supporting strategies and plans	Patient Experience Communications, Marketing and Engagement		Long Term Financial Model Risk Management Research & Development	Leadership and Talent Digital Generations Operational Plan	Putting People First Nursing, Midwifery and AHPs Quality Improvement



# Our ambitions for quality improvement

## WE WILL BE AN OUTSTANDING EMPLOYER

- We will value and care for our staff
- We will listen to our staff and act accordingly
- We will welcome staff and volunteers from all parts of our community
- We will attract outstanding people to deliver outstanding care to our patients
- We will invest in our staff to develop them
- We will promote research and foster innovation amongst our teams

## Create a Fair and Just Culture

At Liverpool Women's, we are committed to a long-term programme of cultural change supported by industry experts to ensure we embed a culture where the focus is on clear accountability, supporting each other and learning from events.

We aspire to a culture where staff are empowered to act and speak out in the interests of safety.

## Deliver Comprehensive Human Factors Training

We commit to delivering comprehensive Human Factors Training across the organisation with the aim of enhancing clinical performance through an understanding of the effects of teamwork, tasks, equipment and workspace.

We will also focus on the impact of culture and organisation on human behaviour and how ability can influence the application of that knowledge in clinical settings.







## **WE WILL DELIVER MAXIMUM EFFICIENCY IN OUR SERVICES**

- We will value the time of every person using or providing our services
- We will make best use of all our resources
- We will ensure that all of our activities are undertaken to have a direct impact on patients and families

### **Adopt Relevant Tested Interventions**

We know that ensuring the adoption of tested methodologies has a material impact on safety and quality within clinical services. In our Quality Improvement Strategy, we outline our methodology for ensuring that all relevant, tested interventions will be implemented.

### **Deliver National Targets in the Context of COVID Recovery**

National targets provide key benchmarks against which we compare our performance. Meeting national targets is vital to ensure we are achieving both the best outcomes and experience for our women, babies and their families.

Performance against national targets has worsened significantly across the NHS as we respond to COVID-19; it is imperative that we retain our focus on meeting these targets as we recover from the pandemic and bring services back online.



## **OUR SERVICES WILL BE THE SAFEST IN THE COUNTRY**

- We will develop services with safety at their core
- We will learn from the mistakes of ourselves and others

### **Create a Culture of Safety**

The National Patient Safety Strategy features two key strands; embedding a patient safety culture and a patient safety system.

We will develop a local implementation plan to ensure this national strategy is delivered at Liverpool Women's and that staff feel supported and empowered to act and speak out, enabling us to achieve our ambition of zero never events.

### **Deliver Outstanding Medicines Safety**

We will deliver a robust system for ensuring the safe and secure management of medicines across all areas of the Trust to protect patients from harm, meet regulatory requirements and avoid medicines safety errors. We will participate in the national Medicines Safety Improvement Programme, focusing on high risk drugs, situations and vulnerable patients.

### **Deliver Outstanding Maternity and Neonatal Safety**

We will participate in the national Improvement Programme for Maternity and Neonatal Safety, aiming to deliver the goals set out in the national patient safety strategy; reducing the rate of stillbirths, neonatal deaths and asphyxial brain injury by 50% by 2025.

## **OUTCOMES WILL BE THE BEST IN CLASS**

- We aim to deliver the 3 zeros - zero stillbirth, zero maternal deaths, zero never events
- We will achieve world leading cancer outcomes

### **Improve Adult Mortality**

Our isolation from other acute adult services at Liverpool Women's Hospital increases the risk to our adult patients in maternity and in gynaecology. It is vital that we maintain the highest possible quality of care at all times, across all of our medical, midwifery and nursing specialties.

We will strive to achieve zero maternal deaths, zero unexpected deaths in women having gynaecological treatment and high quality care for women dying as an expected result of gynaecological cancer.

### **Reduce Still Birth and Deaths in the First 28 Days of Life**

The death of a baby before or after birth is a devastating event. We will strive to ensure there are no avoidable deaths of babies before or after their birth.

### **Deliver All Possible NICE Quality Standards**

NICE Quality Standards are used to review current services and to show that high quality care or services are being provided - we will demonstrate compliance with all possible standards.

## **EVERY PATIENT WILL HAVE AN OUTSTANDING EXPERIENCE**

- Service users will be partners in decisions about their care
- We will be accountable to our community, members and governors
- We will be inclusive of all members of our community
- We will seek views and listen to what people say

## **Accountability to Our Community**

We want to become as accountable to the community that we serve as we are to our regulators. We will build on our existing relationships and build new ones to become more accountable to our community.

## **Learning from Patient Experience**

At Liverpool Women's we recognise that we will only deliver the highest quality care and best patient experience when our patients are equal partners in decision making about their care, and when we listen to and act on what patients tell us about their experiences of our services.

We will learn from what each of our patients tells us about their experience.





# Key examples of our priorities

Our clinical service priorities set out the key areas we want to focus on within each service during the next 5 years to ensure all of our women, babies and families receive outstanding care from teams of outstanding people, delivered to the best of our ability, making the best use of the resources we have available.

Our clinical services have each identified particular changes they each need to make to ensure they are fit for the future; however, there are some common themes which have emerged:

- Changes to our model of care
- Building on and developing our partnerships
- Aspirations for our workforce
- Achieving accreditation

## Regional Placenta Accreta and Percreta Service

We will use our expertise as providers of specialist, tertiary maternity services, to lead the development of a regional service for women with placenta accreta and percreta; serious conditions which can be life threatening. Our highly skilled obstetricians and midwives will work with colleagues and regional partners to ensure safe care and excellent outcomes for this group of patients.

## Innovative Care for High Risk Patients

As a tertiary centre, we look after many women each year within our maternity service, who have complex conditions affecting their pregnancy and birth. We will utilise the skills and experience within our specialist anaesthetics service to lead innovative multi-disciplinary planning, for the care of maternity patients on our site who face the highest risks.

## Gynaecology Regional Hub and Centre of Excellence

Over the next five years we will build on our reputation for providing high quality specialist gynaecology oncology services. We will become a nationally recognised centre of excellence, exploiting cutting edge technologies such as robot assisted surgery, to deliver world class specialist gynaecological services to women from Liverpool, Cheshire and Mersey and across the UK.

## Nationally Leading Neonatal Surgical Service

Our brand new, state of the art Neonatal Unit is now open; enabling our clinical teams to work in partnership with families to deliver world class care for their babies. We utilise the advantages of this fantastic facility to establish the Liverpool Neonatal Partnership as the nationally leading surgical service for neonates, achieving excellent outcomes and providing family centred care.

## Mainstreaming Genomics

Genomic medicine is at the forefront of cutting edge medical advances; enabling the shift towards personalised care for every individual. Over the next 5 years, the Liverpool Centre for Genomic Medicine will embed genomics into mainstream clinical pathways across a range of services, providing high quality, expert input into MDTs and improving outcomes for the people of Liverpool and beyond.

## International Physiotherapy Education

Our physiotherapy service provides excellent care for a wide range of conditions, across all of our specialties. We will use the expertise of our unique specialist team to build on our existing educational provision, and establish Liverpool Women's Hospital as an international centre for physiotherapy education, forging links with national and international partners.

# How are we going to get there?

## How we will deliver our goals

Our methodology for delivering Quality Improvement is outlined in a separate strategy, because we recognise that Quality Improvement underpins all of our work, not just our clinical services.

The strategy has a number of key themes:

- QI methodologies and training
- Dissemination and implementation of lessons learned
- Human Factors training
- Ward accreditation, including pressure ulcers, falls, nutritional monitoring
- Patient safety training

We will aim to develop a flexible resource within the Trust to support our front line staff in delivering quality improvements and we will involve our patients as partners in the changes we make.

The Trust's QI projects will be centrally logged with the Governance Department but owned and acted upon by the Divisions with their embedded QI Champions.



## Measuring our success

Each of our quality improvement priorities will have a detailed implementation plan with defined outcome measures to track progress. The Quality Committee will regularly review progress against each priority.

Our achievements will be reported through our annual Quality Report and we will evidence our progress through Clinical audits, patient feedback, clinical outcomes and mortality ratios.

We will outline detailed plans for delivery of clinical priorities each year through our operational planning process. Our performance against each clinical priority will be monitored through our divisional assurance processes. We will:

- Make sure every person working in each of our services understands how their role contributes to the delivery of our plans through the PDR process;
- Make sure each of our corporate divisions understands their role in supporting the clinical services to deliver these priorities for the benefit of patients;
- Identify the resource needed to deliver these priorities through our operational planning process;
- Review our strategy regularly to make sure we are responding to our environment appropriately; and
- Refresh our strategy and priorities where appropriate.

We will communicate our success through:

- Published reports to the Quality Committee and the Board;
- Patient experience forums, including our Maternity Voices Partnership;
- Social media channels;
- In The Loop and staff newsletters; and
- Individual and Divisional performance reviews.
- Awards and recognition of achievements



# Monitoring and measuring success

**Our priorities for quality improvement, together with our ambitious plans for our clinical services, will drive Liverpool Women's Hospital to achieve our goal of becoming an outstanding organisation.**

- We will embed implementation plans to meet our priorities in our day to day activities, ensuring that quality remains at the heart of everything we do.
- We will make sure that all of our people understand our goals, and their role in delivering them, and we will work with our partners across the system to deliver these improvements, ensuring we achieve the best possible outcomes for the communities we serve.
- We will monitor the delivery of our strategy closely, from ward to Board-level, reviewing and adapting our plans where necessary so that we can respond to changes in our environment.
- We will learn from best practice as it evolves and make sure our women, babies and families have access to world-leading care.

# Appendices - Clinical Service Priorities

## Maternity

- (1) Develop a regional placenta accreta and percreta service, including interventional radiology provision.
- (2) Deliver the tertiary level Networked Maternal Medicine Service.
- (3) Extend our nationally-leading free standing birth centre offer throughout Liverpool.
- (4) Deliver excellent midwifery and obstetric services within walking distance from people's homes.
- (5) Lead delivery of the national maternity transformation programme.

## Neonates

- (1) Establish the Liverpool Neonatal Partnership as the nationally leading surgical service for neonates.
- (2) Achieve national recognition for excellence in the training of medical and non-medical professionals.
- (3) Embed a culture of full inclusivity in our teams as the cultural norm.
- (4) Raise the profile of Research, Development and Innovation in the service to the level of international repute.
- (5) Become the leaders in digital innovation in neonatal services.

## Gynaecology

- (1) Become the leaders in digital innovation in gynaecological services.
- (2) Establish a nationally leading pelvic robotics service, including recognised training status.
- (3) Become the regional tertiary hub for all gynaecological subspecialities and specialised services.
- (4) Deliver excellent services in community gynaecology to a standard of national repute.
- (5) Raise the profile of Research, Development and Innovation in the service to the level of national repute.



## Theatres and Anaesthetics

- (1) Lead innovative multidisciplinary planning for the care of the highest risk obstetric patients on the Crown Street site.
- (2) Capitalise on the pressures of working on an isolated site to develop unique and nationally reputed services and high dependency care.
- (3) Integrate a nationally leading human factors approach to team working in theatres.
- (4) Lead on the development of a city-wide service for theatres.
- (5) Achieve peer reviewed and benchmarked full national accreditation for our anaesthetics services.

## Genomics

- (1) Provide internationally leading equity of access to genomics, including for hard to reach communities.
- (2) Drive clinical improvement across a broad range of specialities in the North West region by integrating genomic medicine into mainstream specialties by developing MDTs and MDCs.
- (3) Foster integrated, collaborative working across the North West with health and voluntary sectors and become nationally recognised as excelling in partnership working.
- (4) Harness opportunities to engage with industry to deliver the Life Science Strategy and the Digital Health Strategy to develop Genomic Medicine.
- (5) Work in partnership with HEE and universities in the region to continue to develop a leading programme of education for non-genomic clinicians.

## Physiotherapy

- (1) Establish Liverpool Women's Hospital as an international centre providing specialist physiotherapy education, welcoming observers from national and international partners.
- (2) Lead the development of a Liverpool-wide pelvic-floor service; bringing together specialist colorectal, urology, urogynaecology and physiotherapy specialities into a single, efficient and patient-centred care pathway.
- (3) Embed physiotherapy into MDTs across the Trust, becoming an integral part of each clinical team; improving clinical outcomes and reducing pressure on other specialties through timely physiotherapy intervention.


## Imaging

- (1)** Expand the imaging service on the Crown Street site to become a regional diagnostic hub, providing CT and MR imaging.
- (2)** Establish an IR facility and expertise on the Crown Street site, in support of tertiary level obstetric and gynaecological services.
- (3)** Achieve national full accreditation for quality standards in imaging.
- (4)** Formally establish a 7 day service for imaging, including obtaining images on site and rapid reporting in conjunction with neighbouring services.
- (5)** Establish new on-site expertise in the imaging workforce in fertility and cardiac screening.

## Pharmacy

- (1)** Embed ward-level pharmacy provision across the Trust, becoming an integral part of each clinical team.
- (2)** Implement in full the Trust's medicines safety improvement programme, to establish the organisation as a leading centre for medicines safety.
- (3)** Consolidate and expand the delivery service created in response to COVID-19, focusing on vulnerable patients and using technological solutions to support the service.
- (4)** Become a centre of excellence for pharmacy education in women's services; with a focus on training, education and learning lessons, locally, regionally and nationally.
- (5)** Streamline our discharge processes within adult services to improve the patient experience. Implement a near-patient dispensing model and implement processes to ensure patients' own medication is used to expedite discharge and increase efficiency.





**ZERO**

STILLBIRTHS | MATERNAL DEATHS | NEVER EVENTS



STILLBIRTHS | MATERNAL DEATHS | NEVER EVENTS

**Liverpool Women's NHS Foundation Trust**

Trust Offices  
Crown Street  
Liverpool L8 7SS

**Phone:** 0151 708 9988

**Email:** [communications@lwh.nhs.uk](mailto:communications@lwh.nhs.uk)

**[www.liverpoolwomens.nhs.uk](http://www.liverpoolwomens.nhs.uk)**