

Using technology on the journey to outstanding maternity care

Norfolk & Norwich University
Hospitals NHS Foundation Trust

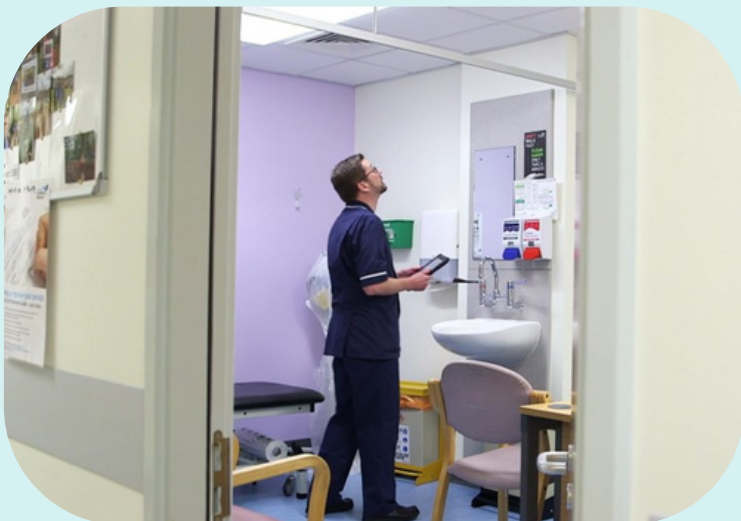


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Fast Facts

- One cross-functional team of health professionals created a set of metrics enabling all clinical teams to own, lead and drive their quality improvement locally and on a consistent basis
- 100% of audits are completed in half the time (within the 20 minute target) freeing up time to spend with patients
- 100% of metrics are captured and displayed across the whole organisation, so everyone knows the exact position of their team and of the entire pathway
- NNUH wanted a solution that promotes transparency, accountability and assurance of quality because they are creating an integrated pathway from the three teams
- Real-time results of audits and subsequent improvements reassure the Trust board, managers, staff and patients

“We could never have embarked on such an ambitious programme without an effective digital system like Tendable”





Using technology on the journey to outstanding maternity care –

Norfolk and Norwich University Hospital

With an enviable reputation for world-class facilities, highly skilled staff and low infection rates, Norfolk and Norwich University Hospitals NHS Foundation Trust (NNUH) is always looking to drive improvement in the quality of its services. The latest project at NNUH is to supercharge the journey towards outstanding care in the Maternity Department by using new technology and an improved process.

As part of this project, NNUH turned to Tendable as its digital partner. In a short space of time, the innovative Tendable mobile solution has significantly reduced the administrative burden of performing audits and transformed how staff at NNUH see their responsibility for improving quality.

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Redefining what quality really means

When it comes to maternity services, Deputy Chief Nurse Yvonne Christley explains, “Norfolk and Norwich University Hospitals is absolutely and totally committed to delivering outstanding maternity care to women, babies and their families.” However, what does ‘outstanding’ really mean?

According to Yvonne, “It’s all about innovation, making quality an intrinsic part of everyday improvement processes. This means going beyond measuring poor performance and incidents to developing a complete range of metrics that span a mother’s entire maternity journey or ‘pathway’ from antenatal services, labour and birth through to postnatal care.”

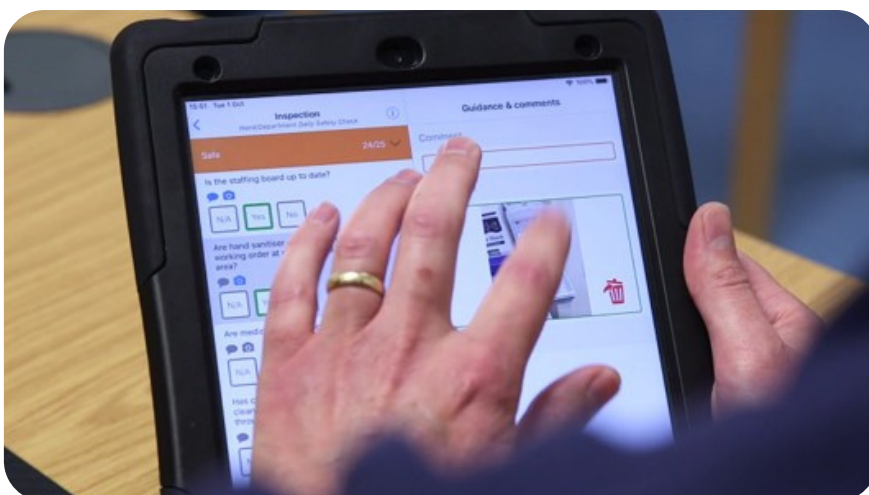
“Get the metrics right and the benefits will be standardised measurements and processes as well as improved learning and development. It will also be easier to spot trends quickly and to improve staff engagement and accountability.”

Yvonne Christley, Deputy Chief Nurse

Get the metrics right and everything else will follow

Redefining quality involves transforming how to measure the metrics and key indicators across maternity care. NNUH recognised the key to success depends on knowing what excellent care looks like every day. You can then measure performance against these metrics.

Yvonne continued, “Get the metrics right and the benefits will be standardised measurements and processes as well as improved learning and development. It will also be easier to spot trends quickly and to improve staff engagement and accountability.”



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Co-design lies at the heart of the programme

The ability to collaborate without hierarchy, fully involve front line staff, hold collective conversations and share decision-making were crucially important to the successful outcome of the process. NNUH created a 10-strong team of professionals who pooled their different areas of expertise to build a joined-up set of metrics that would enable clinical teams to own, lead and drive their local quality improvement activities.



Professor Nancy Fontaine

The maternity care team made a conscious effort to use general Trust-wide quality measures as a foundation. Well-proven essential care disciplines, such as infection prevention and control (IPC), hydration, and nutrition were adapted for the Maternity Department. Taking into account the existing NNUH maternity standards, policies, and research from the CQC and NHS Improvement, they developed metrics for each of the three key elements of the maternity pathway:

- 1. Antenatal**
- 2. Labour and birth**
- 3. Postnatal care**

It's an approach NNUH Chief Nurse, Professor Nancy Fontaine believes is, "The first of its kind in the country, establishing metrics that measure what is really necessary and meaningful, to take the critical first step towards supercharging the journey to outstanding maternity care."

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Digitalisation leads the way during the pandemic

When Professor Nancy Fontaine joined NNUH as Chief Nurse in 2018, there were a huge number of audits, she said, “The whole process relied on a cumbersome paper-based system that was admin heavy. If we were to achieve our ambitions, while systematically capturing what quality, safety and effectiveness looks like in everyday clinical practice, we needed a way of digitally measuring improvement and benchmarking quality care.

What is more, the tool we selected had to have meaning across the organisation and be aligned closely to our evidence-based metrics and maternity standards, otherwise no-one would use it.”

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Professor Nancy Fontaine, Chief Nurse

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Fast results all round

Managers and staff at NNUH now enjoy numerous benefits from being digital, as Yvonne went on to explain, "By far the biggest benefit of using Tendable is its ability to capture everything visually, and the tagging functionality is a great strength. At a glance, we can see all metrics for each part of the maternity care pathway, by division and across the whole organisation. It gives us rich and vivid data that is simple, and easy to interpret.

"Audits can now be done in half the time which is hugely important when our target for completing audits is 20 minutes during this critical first phase. In fact, we could never have embarked on such an ambitious programme without such an effective digital system like Tendable."

"We have eliminated the administrative burden and staff now have extra time to care for patients and support co-workers. Using Tendable means our processes are transparent, staff feel accountable and empowered to own quality improvement. The frontline team has truly engaged with the technology because they see audit results immediately and are keen to share their success stories. With live audit results, reports can be acted upon and improvements made without delay."

Professor Fontaine adds, "The impact of Tendable has transformed how staff see their responsibility for improving quality. The immediacy and ability to advertise great achievements and potential improvement is something the system does very quickly and easily.

What Tendable also brings is assurance to the Trust's Board, to myself as Chief Nurse and to mothers, their carers and their families."

"Audits can now be completed in half the time, meeting a target of 20 minutes per audit."

Yvonne Christley
Deputy Chief Nurse

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Key benefits of Tendable

- Tendable really engages the front line and involves them in quality improvement and assurance in a new way
- A further benefit of Tendable is the ability to tag questions. “This means we have the ability to link any of our metrics and audits back to themes, for example the CQC domains or KLOE’s. It’s so powerful when it’s up and running, we can report across whatever theme we like. Generating rich and vivid data from across the organisation.”
- Immediate access to information – “We now know where we are, at any point in time.”
- NNUH wanted a solution that promotes transparency, accountability and assurance of quality because they are creating an integrated pathway from the three teams
- The ability to collate, analyse and interpret data in real time that staff can take directly to the bedside and deliver outstanding patient care
- Significantly reduces the time spent on administration for staff
- Promotes accountability and transparency of quality for all staff
- Unleashes the true potential of nurses midwives by making their roles easier and more efficient. Each member of the team is more engaged.



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Next phase, exciting future

The next step for NNUH is to run a larger pilot and gain valuable patient feedback by involving the mothers themselves.

December 2020 saw the launch of the Maternity Department's first Continuity of Care Team with the intention of having one full audit across the entire patient journey.

Until now, nurses carried out their own audits for the mothers in their care. The success of the new project has inspired the team to utilise audits as a valuable vehicle for sharing learning with colleagues, and to help identify what outstanding best practice is.

As Yvonne concludes, "this is what pathways to excellence really means and it all comes down to having those collective conversations."

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Yvonne Christley, Deputy Chief Nurse

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About NNUH

Norfolk & Norwich University Hospitals NHS Foundation Trust (NNUH) carries out nearly 1 million outpatient appointments, day case procedures and inpatient admissions annually.

It predominantly serves the people of Norfolk and north Suffolk, although some patients are referred from further afield, especially to access specialist services.

More than 8,000 staff and a dedicated team of 600 volunteers care and provide support for patients who are referred to NNUH by around 100 local GP practices and from other acute hospitals and from GPs around the country.

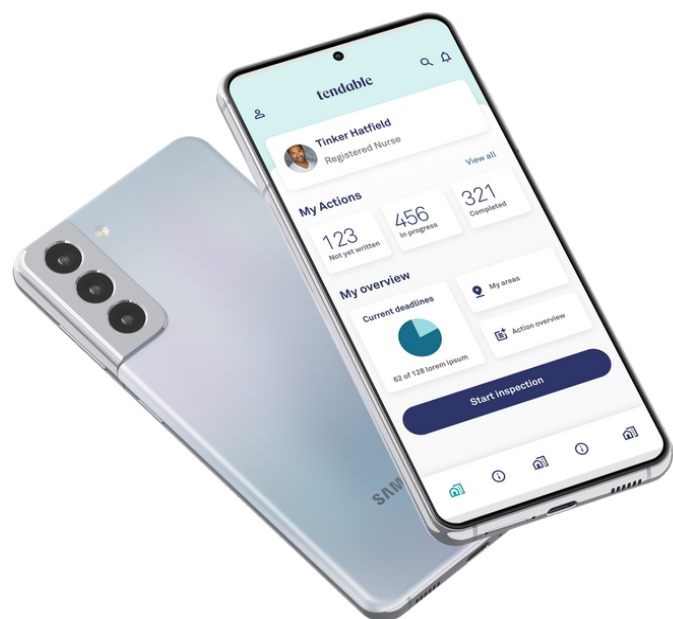
For more information, visit www.nnuh.nhs.uk



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About Tendable

Tendable is a health-tech company that brings people together to better understand and improve quality. Our products lead a transformation in the culture of quality across all care and clinical environments. At its core, Tendable is a quality inspection app and web platform for health and care professionals. Making quality inspections easier and more effective by bringing the mobile user experience we all know, to the frontlines of care. Using Tendable reduces the time taken to complete an inspection by up to 60%, freeing up time to care for the frontline teams. The data collected enables managers to easily identify issues or risks, and systems supports issue resolution. For senior leaders and the board, Tendable gives instant access to critical quality data and with our analytics systems helps generate insights to make better informed decisions.



Discover more

A new way to drive quality and patient safety improvements

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