





TRUST BOARD

	<p><i>The cover sheet purpose is to provide the Trust Board/Committee with a clear summary of the paper being presented, how it impacts on the people we serve, key matters for attention and the ask of the Trust Board/Committee</i></p> <p><i>The Accountable Director must satisfy themselves that the cover sheet is accurate and fully reflects the paper. The expectation is that the Accountable Director has read and agreed the content of both the cover sheet and paper.</i></p>	
<p>Meeting and Date of meeting</p>	<p style="text-align: center;"><i>Trust Board</i> <i>26 March 26</i></p>	
<p>Title of paper</p>	<p style="text-align: center;">Southern Trust Integrated Maternity and Women’s Health Update</p>	
<p>Accountable Director</p>	<p style="text-align: center;">Name</p>	<p style="text-align: center;">Colm McCafferty</p>
	<p style="text-align: center;">Position</p>	<p style="text-align: center;">Director of CYPWS</p>
<p>Report Author</p>	<p style="text-align: center;">Name</p>	<p style="text-align: center;">Michelle Harrison</p>
	<p style="text-align: center;">Email</p>	<p style="text-align: center;">Michelle.harrison@southerntrust.hscni.net</p>
<p>This paper sits within the Trust Board role of:</p>	<p style="text-align: center;">Strategy</p>	
<p>This paper is presented for:</p>	<p style="text-align: center;">Information <i>(Notes on completion at end of document)</i></p>	
<p>Links to Trust Strategic Priorities</p> 	<input checked="" type="checkbox"/>	<p>Collaborative Working</p>
	<input checked="" type="checkbox"/>	<p>Learning Organisation</p>
	<input checked="" type="checkbox"/>	<p>Safety, Quality & Experience</p>
	<input type="checkbox"/>	<p>Community First</p>
	<input type="checkbox"/>	<p>Whole-Life Approach</p>

1. Reason for Presentation of Paper / Report

To provide the Trust Board with an update on the progress, developments, and ongoing challenges within Integrated Maternity and Women's Health (IMWH), following the second Obstetrics and Gynaecology Services Workshop held on 16th February 2026. The paper outlines service improvements, workforce developments, and emerging priorities, and highlights current risks requiring continued oversight.

2. Detailed summary of paper contents:

This paper summarises the key discussions and outputs from the IMWH workshop, which built upon the initial session in September 2025 and forms part of the Trust's wider strategic planning for sustainable Obstetric, Midwifery, and Gynaecology services across both acute sites.

The paper reflects:

- Contributions from NHS Grampian colleagues on multi-site working within rural communities.
- Progress made across midwifery and medical recruitment, governance processes, service resilience, and pathways of care.
- Improvements recognised through the SPPG Support and Intervention Framework, including de-escalation to Level 1.
- Key achievements within Gynaecology, including waiting list improvements and enhanced patient pathways.
- Workshop-identified priorities shaping the next phase of the IMWH development plan, such as centralised triage, pathway alignment, enhanced continuity models, and strengthened cross-site working.

The paper also outlines the agreed next steps in workforce development, pathway redesign, risk management, and service integration.

3. Areas of improvement/achievement:

Significant improvements have been realised across the service, including:

Midwifery Workforce

- A highly successful recruitment campaign with 104 applicants, resulting in
 - 20 WTE Band 5/6 midwives appointed in 2025, and
 - 10 WTE commencing between January–May 2026.
- Substantial improvement in workforce stability, enhancing capacity to progress Continuity of Midwifery Care and embed new service models.

Medical Workforce

- New consultant appointments at CAH in both O&G and Gynaecology, with a further consultant commencing in April 2026.
- Appointment of an SAS doctor at DHH and a reserve list established, maintaining a recruitment pipeline.
- Rolling recruitment to strengthen cross-site resilience.

Service and Governance Development

- SPPG de-escalation to Level 1, reflecting notable service improvement.

- Strengthened governance processes and better cross-site collaboration.
- Progress in Gynaecology waiting lists and development of nurse-led pathways.
- Enhanced staff engagement, cross-site working, and training opportunities.

4. Areas of concern/risk/challenge:

While progress is evident, several challenges remain:

Workforce Stability

- Despite improvements, gaps remain across both medical and midwifery staffing, requiring sustained oversight.
- Consultant recruitment challenges persist in medical staffing at DHH, with applicants withdrawing prior to interview following most recent recruitment effort in February
- Ongoing induction and support required for a high number of new midwifery starters, impacting supervisory capacity.

Service Pressures

- Continued demand across both acute and community sites necessitates careful management of resources, pathways, and clinical risk.
- Full implementation of the cross-site integrated model remains dependent on consistent staffing levels and aligned governance.

Operational and Clinical Risks

- Variability in adherence to pathways and models of care requires ongoing monitoring.
- Further work is needed to embed standardised triage, referral pathways, and midwifery-led care processes across sites.

5. Impact on Statutory Duties: Provide details on the impact of the following and how.

<i>Financial Impact</i>	<i>Safety and Quality Impact</i>
Yes, there are Financial Impacts	Yes, there are Quality, Safety or Experience Impacts

6. Risk Assessment (Risk level and state if a risk assessment be completed)

The IMWH Directorate continues to operate within a context of significant clinical and operational risk.

- Medical and Midwifery workforce pressures remain on the Corporate Risk Register, reflecting the ongoing challenges in achieving and sustaining a fully resilient workforce.
- Continued monitoring and mitigation actions are being progressed through the IMWH governance structure, the Workforce Programme, and the Support and Intervention Framework.

The current risk position will be kept under review, with regular reporting through the Trust's governance arrangements.

7. Other Business Intelligence/data (If appropriate)

8. Impact: Provide details on the impact of the following and how. If this is N/A you should explain why this is an appropriate response.	
Corporate Risk Register	Medical and Midwifery Workforce Pressures remain on the Corporate Risk Register, reflecting the ongoing challenges in achieving and sustaining a fully resilient workforce.
Board Assurance Framework	The themes within this paper have a direct impact on BAF risks relating to safe and effective care, workforce capacity, and service sustainability. While workforce recruitment has strengthened assurance, ongoing staffing fragility, particularly within medical staffing at DHH and the high number of new starters, continues to present risk. Progress on pathway alignment, triage development, and governance improves assurance but requires continued oversight as the service remains in a period of stabilisation.
Equality and Human Rights	The actions and priorities outlined support improved equity of access, consistency of care, and safe service provision across both sites. Standardised pathways, enhanced continuity models, and strengthened community and early pregnancy services promote fairness and reduce variation. No negative equality or human rights impacts are identified, and ongoing monitoring will continue as developments progress.

Trust Board Role Fulfilment

Strategy	<i>Papers in this category should address forward-looking priorities, long-term objectives, or service transformation. These are typically focused on shaping the future of the organisation and will often involve decisions on direction, investment, or innovation.</i>
Culture	<i>These papers aim to influence or reflect the values, behaviours, and staff or patient experiences within HSC. They may relate to leadership development, equality, diversity and inclusion, staff engagement, or initiatives intended to reinforce our organisational ethos.</i>
Accountability	<i>Papers falling into this area relate to governance, assurance, performance monitoring, compliance, and risk. They provide evidence that responsibilities are being fulfilled, standards are being met, and corrective actions are being taken where necessary.</i>

Reasons for Paper Presentation

Approval	<i>Used when an item requires a formal agreement or endorsement by the meeting / committee members. Examples are approving minutes, budgets, proposals or policies.</i>
Assurance	<i>Used when an item can be measured against a certain criteria / standard. Examples are a project is on course with delivery or financial targets are being met.</i>
Information	<i>Used when an item is presented for the purpose of updating or informing the attendees without requiring a decision or action, such as reports, updates, or announcements.</i>

Discussion	<i>Used when an item is listed primarily for open discussion, brainstorming or gathering input from the members without requiring an immediate decision.</i>
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