

# Maternity Collaborative

## Moray and Highland Maternity Services



**Jane Gill**

Programme Director Maternity Collaborative  
NHS Grampian/NHS Highland

With this newsletter, I'm pleased to introduce some new members of our collaborative to you as well as some old faces you may not be familiar with yet. Jane and Subhayu have supported Maternity Services at Dr Gray's for many years, while Carl and Dr Wilder are new to us and both were attracted by the fabulous lifestyle we have to offer in the North of Scotland.

We are also pleased to present a summary and working timeline on an additional pages in this edition. This has been developed by Carl who became Project Manager in January. Sharing this was delayed by the Scottish Government's capital financing announcement, and we are still looking at how this announcement affects the programme as a whole (see milestones 4 and 6 on next page). Current arrangements between colleagues working together across both health boards are working well.



### Parliamentary recognition for outstanding midwife and exceptional care

Since NHS Grampian launched the DAISY Award for nurses and midwives in May last year, more than 800 nominations have been received in recognition of exceptional care, including many for midwives in Moray. Peterhead midwife Natalie Latham has received the highest number of nominations for any one staff member, so far with eight, and she thinks the love she has for her job comes across to the women in her care.

Natalie was commended through a parliamentary motion raised in the Scottish Parliament after her story was shared with the local media. The motion also recognised the number of nominations for exceptional care across the local area.



### Success with recruitment campaign

The response to our innovative marketing campaign that is supporting our recruitment activity has been incredibly positive and really, quite astonishing. Our recruitment site receives over **1,000 visits every day** and we have also seen a **30% increase in visits** to the NHS Highland careers webpage. We have had over **100 inquiries** from prospective new hires so far, surpassing our expectations.

People who are eager to settle in Moray and the Highlands have contacted us from all across the UK as well as Europe, India, South Africa, and elsewhere. Both inpatient and community midwifery posts in the Inverness area have seen a real boost, as well as the jobs advertised within Grampian.

We sincerely thank everyone for spreading the word far and wide which has really helped generate this interest. It's really worked and is a real demonstration of the special community spirit here the campaign puts at its centre.

Even with the positive statistics, we still have a lot of work ahead of us. Although we are pleased with the early response, our objective is to convert this interest into real applications. Next month we will be delighted to introduce three new obstetrics and gynaecology consultants who are currently on-boarding at Dr Gray's.

Click or scan here to visit our dedicated recruitment website and watch our films.



### Moray Anchor Network tackles twin issues of housing and childcare

Partners from Moray's Anchor Network gathered at the Alexander Graham Bell Centre in Elgin at the beginning of March to discuss the region's housing and childcare issues, and ways to boost the North of Scotland's ability to attract and retain talent.

The event was led by NHS Grampian's Chair and Interim Chief Executive, and attended by representatives from Highlands and Islands Enterprise (HIE), the Chamber of Commerce, Moray Council and Health and Social Care Moray.

This joint working will continue, and in the meantime we're pleased to report five new flats being available in Elgin for use by medical staff. The first of which recently welcomed its first resident - a newly-appointed consultant. What's more, a study has also been run with Aberdeen University and Moray Council of homes in the area to better understand what's available in the local property market.

### Staffing update

As noted, we're pleased to introduce to you some new as well as not-so-new faces. We are very pleased they are all now part of Team Maternity Collaborative!



**Carl Bennett**

Project Manager Maternity Collaborative  
NHS Grampian/NHS Highland

Our Project Manager, Carl Bennett came out of retirement to join the team in January. He brings with him more than 10 years' experience as a project manager in oil and gas, experience in local government and with Health and Social Care Moray, and a 23-year career as an engineer in the RAF, including three years serving at RAF Lossiemouth. He recently completed a Masters degree in social science research with distinction.

Carl explained: "My talented wife is one of the Team Bluebell midwives, so I'm aware of the impact on the local community and I'm delighted to be part of the team designing sustainable consultant-led obstetric services at Dr Gray's."



**Dr Subhayu Bandyopadhyay**  
Consultant Obstetrician

Consultant Obstetrician, Subhayu Bandyopadhyay is committed to providing women and newborns with the highest quality of care. Subhayu commented: "I have worked closely with the multidisciplinary team in Dr Gray's Hospital for many years, and I had a significant role in implementing the programme's first milestone, which was the intrapartum transfers between Elgin and Raigmore.

"I strongly believe in person-centred care and promoting culture change. I believe the best patient care comes when a multidisciplinary team work together with mutual respect, fairness and empathy. My ambition is to implement Model 6 on time."

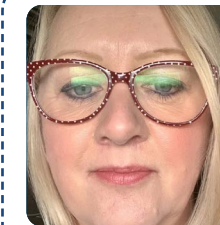
### Bene furthers Highland's digital skillset

One of NHS Highland's digital midwives, Benedek Toth, recently completed and passed the Digital Care and Leadership programme. The skills Bene has developed during this programme will be invaluable to our continuous improvement and development of our digital systems. We are delighted for him.



**Dr Ciara Wilder**  
Consultant Paediatrician

Dr Ciara Wilder recently moved from Manchester to Moray to start work as a Consultant Paediatrician at Dr Gray's Hospital. She said: "I am excited to be working with a growing team that can connect with and support the local community of parents and children across the network. I am hoping to bring my experience of working in busy neonatal units in the Manchester area to Dr Gray's, giving local women more choice. Outside of work, I enjoy spending time outdoors, making this the perfect location to live."



**Jane Raitt**  
Midwifery Professional  
Clinical Lead

Midwifery Professional Clinical Lead for the programme, Jane Raitt has more than 30 years' experience of working in a variety of clinical and midwifery leadership roles across the NHS in both England and Scotland. She won the Maternity Midwifery Forum's Management Award in 2019 and has been a real champion for Best Start activities in Grampian.

Jane explained: "I'm passionate about encouraging midwives to work with the local community to rebuild the service and deliver the highest quality maternity care. I work closely with the Maternity Voices Partnership to inform service improvements and this has led to quality improvement work supporting informed discussions with women about place and mode of birth."

Thank you for the feedback on the newsletters so far. We have reviewed all of the comments and hope to build some of the requests into this and future publications. Please keep that feedback coming.  
email: [gram.maternityengagement@nhs.scot](mailto:gram.maternityengagement@nhs.scot)

# Integrated Maternity Services for the North of Scotland - Model 6



The programme of work that is underway to deliver consultant-led maternity services in Moray is made possible by dedicated funding from the Scottish Government. This funding has been agreed and is reviewed annually. This is important because the funding includes the financing required for the staff who will provide care, including Medical Trainees as well as the Dr Gray's Hospital theatre estate, which are included within the approved Joint Plan.

Any changes in committed to funding would require a review of the Programme Outcomes. We therefore welcomed the Scottish Government reaffirming its commitment to supporting this work in **January 2024**.

2023				2024				2025				2026			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Milestone 1 - Intrapartum transfers of time critical Moray women to Raigmore</b> This Milestone has been successfully delivered. Moray women who are eligible to have their baby in the midwifery-led unit at Dr Gray's, who develop complications in established labour are now being transferred directly to Raigmore. We are currently evaluating Milestone 1 which involves a review of the transfers during labour, to assess the impact of the new arrangements. This has been completed.				<b>Milestone 2 - Enhanced complex antenatal care</b> We are currently analysing the data on the expected demand for this service to inform the scheduling of additional clinic time, appointments and scanning capacity.				<b>Milestone 5 - Planned caesarean sections at DGH</b> We have already started working on the requirements for the provision of neonatal care in Dr Gray's which will be required to support the return of planned caesarean sections by <b>2025</b> . This work is being undertaken in partnership with colleagues in Dr Gray's, Raigmore and Aberdeen, as well as the national neonatal network. This planning work is due to be completed by <b>June 2024</b> .				<b>Milestone 7 - Consultant-led obstetric births at DGH</b> <b>Step 1 - Antenatal admissions at DGH</b> As the first step in providing a consultant-led maternity unit, we will have a NeoNate service in place at DGH, and we will also be able to accept step-down Neonatal admissions to DGH from Tertiary Neonatal Units. Both services will be in operation at the end of <b>June 25</b> .			
				<b>Milestone 3 - Consultant supported triage and day assessment</b> We are currently analysing the data on the expected demand for this service to inform the service design and detail the benefits for women.				<b>Milestone 5 - Planned Caesarean Sections at DGH</b> We are currently working closely with clinicians in Dr Gray's, Raigmore and Aberdeen to clearly set out a detailed service plan which describes the key steps and timescales for the implementation of the Obstetric Model in Dr Gray's. We aim to have this plan complete and approved by <b>June 2024</b> .				<b>Milestone 7 - Consultant-led obstetric births at DGH</b> <b>Step 2 - "green" pathway urgent births at DGH (Moray women)</b> The second step to a full consultant-led service will be the implementation of a full peri-operative service at DGH supported by a laboratory and blood transfusions service by <b>September 2025</b> .			
				<b>Milestone 7 - Consultant-led obstetric births at DGH</b> <b>Data collection:</b> We are reviewing the number of admissions and detailing the eligibility criteria for admission to Dr Gray's in order to understand how to plan for the service starting in <b>2025</b> .				<b>Milestone 5 - Planned Caesarean Sections at DGH</b> For the <b>second half of 2024</b> we will continue to focus on detailing the anaesthetic and maternity theatre workforce requirements to support both the implementation of planned caesarean sections and the full service. This will involve a mixture of additional recruitment and training for existing and newly appointed staff. We have already started this recruitment with an initial focus on anaesthetic workforce for Dr Gray's. This is our largest area of risk and a whole system approach is required to solve this recruitment challenge. We have support in finding solutions from senior leaders across NHS Grampian. We are also making critical links with the Laboratory and Blood Transfusion Service to ensure we have the appropriate support infrastructure in Dr Gray's for obstetric care.				<b>Milestone 7 - Consultant-led obstetric births at DGH</b> Women meeting the eligibility criteria agreed by clinicians will be able to attend DGH for induction of labour by <b>December 2025</b> . <b>Step 3 - Consultant-led births for eligible Moray women implemented</b>			
<b>Milestone 4 - Raigmore refurbishment</b>				In common with other health boards, NHS Highland has been advised to stop spending on capital development. As a result, we are assessing our capital projects, including the refurbishment and extension of Raigmore maternity services, which can not progress at the moment. We know people have put time and effort into supporting this project, which recently gained planning permission, and this news will be hard to hear. NHS Highland and NHS Grampian are in discussions with Scottish Government about how we can mitigate the impact of this change and will share more information when we have it.											
<b>Milestone 6 - Moray women choose Raigmore Hospital for consultant-led birth</b>															