

PROUD

to
care



Barnsley Hospital
NHS Foundation Trust
Maternity Strategy 2024-2029

Introduction

The aim of the Barnsley Hospital NHS Foundation Trust Maternity Strategy is to ensure the team are aligned to a clear purpose in the pursuit of excellence for the families who use our maternity services. It also outlines to service users and families the services and care they should expect. Care will be delivered which is high quality, safe, compassionate and personalised with the aim of achieving an excellent maternity experience each and every time within the home, community and hospital setting.

We believe this strategy will shape an exciting, transformational and sustainable future for our service and the families of Barnsley. This Maternity Strategy aligns to the Trust 2022-2027 objectives. We will build on existing services using continuous quality improvement and continue to look at innovative ways of working to improve our services and deliver holistic care that balances both the physical and mental health needs of both the pregnant person and their baby.

Underpinning this work will be an active focus on culture ensuring that we provide a kind, caring and compassionate environment for our families that makes our maternity service the choice for local people. To achieve this, we will work with community services, primary care, social care, Barnsley District Council, the Local Maternity and Neonatal System (LMNS) and Maternity and Neonatal Voices Partnership (MNVP) to deliver a seamless service that offers personalisation, tailored support, at the right time in the right place.

In order to provide outstanding care, we want our workforce to be valued for their contribution to outstanding care. We want to be an inclusive place to work where training and development is offered to all and support given for our staff to stay safe and healthy at work. Care will be delivered to the families of Barnsley from a highly skilled and trained workforce which is underpinned by national drivers and local guidance.

The Maternity Strategy is ambitious and ensures that our local population and families are at the heart of everything we do. Our vision in the first 24 months contains detailed plans that will be our focus. In years three to five our vision is more fluid allowing for strategic plans to change and adapt to the changing landscape of national maternity drivers. Care delivery will continue to be developed in conjunction with our workforce, service users, the LMNS and the MNVP to ensure care is responsive to our birthing population and shaped by their needs and choices.

This strategy incorporates the term 'woman.' This term should be taken to include people who do not identify as a woman but who are pregnant. Where possible, 'birthing person' has been utilised throughout the strategy.



Our ambitions for 2024-2029

We will be the care provider of choice for the local birthing population

We have a reputation for being a caring and kind organisation treating people with compassion, dignity and respect at all times. We will strive to ensure care is equitable and based on the needs of the local birthing population.

We will make our maternity unit the best place to work

Our maternity workforce are our most important asset and we will ensure that everyone who works within our service feels valued and has an equal and positive experience.

We will embrace the socio-economic diversity of our local population

We will design and deliver services which are inclusive, ensuring disadvantaged communities benefit from services to reduce health inequalities and improve health and wellbeing.

We will develop the use of digital technology

We will use digital transformation to improve how birthing people can access services and engage with us and also introduce digitally enhanced ways of working for our teams that will enable them to work fully electronically and remotely where appropriate. Our aim is that all birthing people have digital access to their 'Personalised care Plan'

We will work flexibly across both hospital and community settings

We will base our workforce in appropriate areas to deliver the right care, at the right time, in the right place.

We will provide care closer to home

Where possible our services will be provided in the community, allowing for greater access to services via family hubs, community centres and GP's.

We will deliver integrated care with partners

We will ensure birthing people can access specialist maternity health care as required locally or within regional specialist centres. We will work in partnership to drive forward high-quality integrated care pathways.



Maternity Services at Barnsley Hospital NHS Foundation Trust

Approximately 3,000 women each year choose to birth at Barnsley Hospital.

We provide preconception care where indicated, antenatal, intrapartum and postnatal care.

Care is offered in the community either at GP practices or local community hubs by a maternity team. In addition to a core community team we also offer continuity of care teams which are geographically based. We offer a home birth service in addition to a hospital birthing service.



Our services include both consultant-led and midwife-led antenatal clinics, an antenatal day unit, a triage facility, an antenatal and postnatal ward and a level 2 neonatal unit, providing care to babies from 27 weeks. We have Obstetric Consultants who specialise in the care of mental health, preterm birth, diabetes, cardiology, epilepsy and run a fetal maternal clinic. We work in partnership with local neighbouring tertiary maternity units when further specialist care is required for either the birthing person or baby.

We have several specialist midwifery services which include a governance team, a maternity education team which includes a fetal monitoring specialist, infant feeding, wellbeing and public health, perinatal mental health, smoking cessation, bereavement, antenatal and newborn screening, diabetes, safeguarding, a midwifery sonography team and a digital maternity team. Our specialist team work closely with our birthing people and their families to ensure diverse needs are met and health inequalities are addressed.

We work closely with our local Maternity and Neonatal Voices Partnership to ensure services are co-produced and are based on the needs of the local population



Setting our Strategy

This strategy was developed in collaboration with representatives from all maternity staff groups including Senior Leaders, Specialist Midwives, a Non-Executive Director, the MNVP and Commissioners.

Feedback was also sought from the wider staff group including the maternity and medical workforce. The MNVP ensured feedback from representatives of the local birthing population and their families was captured and reflected in the strategy.

The framework of the maternity strategy mirrors the six strategic goals upon which the trust strategy is based. This allows for maternity services to strongly align themselves with the ambitions and vision of the Trust.

In adopting the Three Horizons Model strategic plans can develop flexibly by adapting and responding to new opportunities or national requirements over the next five years.

Detailed plans were developed for the first horizon (years 1-2) and less detailed for subsequent years.

- **Horizon 1 (1-2 years)**
Maintain and strengthen core business
- **Horizon 2 (2-4 years)**
Expand on services and build on opportunities
- **Horizon 3 (4-5+ years)**
Deliver sustainable innovative services of the highest quality

Regular reviews of progress will be undertaken and monitored through governance frameworks and board updates. Emerging opportunities and local/national requirements will be incorporated into subsequent horizons to allow for more detailed plans.



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Maternity Services

Our Strategic Goals 2024-2029

Our mission is to provide the best possible care for birthing people choosing maternity care at Barnsley



Best for Place

In collaboration with the trust we will be at the heart of the Barnsley Place Partnership to improve patient services, supporting a reduction in health inequalities and improve population health:

- We will continue to develop services based on the needs of the local population
- We will work to reduce health inequalities and improve the health and wellbeing of our local birthing population and their families
- We will build on existing relationships with the local council, health visitors, social care and primary care to deliver seamless integrated care pathways
- Our services will be developed collaboratively with service users and stakeholders to ensure we are the unit of choice for the local birthing population.
- We will ensure improved access to services which are local



Best for Birthing People and their Families

We will provide the best possible care for our birthing population by:

- Treating all people with compassion, dignity & respect. Make our services as accessible as possible and our communications clear, timely and simple to understand to ensure equity to services particularly for those from harder to reach groups
- Ensuring the highest standard and high-quality care is delivered and monitored
- Listening to birthing people ensuring their choices and decisions are respected and documented in their personalised care plans. Services are co-produced with women and their families
- Focusing on continuous quality improvement, service user engagement, best evidence and research to improve patient safety, transform services and introduce new ways of working
- Building on opportunities to develop local services
- We will develop our estate to provide the best experience for service users



Best Partner

We will work with partners including Barnsley Council, primary care, social care, Commissioners, 0-19 service, Public Health, LMNS, SYB and Yorkshire +Humber partners, the MNVP, the voluntary sector and local higher education providers:

- We will be active participants in the LMNS to ensure care outcomes are monitored and improved by participating in peer review processes
- We will continue engaging with the ICB to ensure care pathways are developed reflecting the needs of the local population with a focus on the most deprived quartile
- We will engage with local tertiary maternity care providers to ensure equity to specialist services for the birthing population of Barnsley
- We will work to further develop and agree partnership models of care specific to the needs of the local birthing population before and during pregnancy

Barnsley Maternity Services are aligned with Barnsley Hospital NHS Foundation Trust values

RESPECT

We treat people how we would like to be treated ourselves

TEAMWORK

We work together to provide the best quality care

DIVERSITY

We focus on your individual and diverse needs

PROUD

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Maternity Services

Our Strategic Goals 2024-2029

Our mission is to provide the best possible care for birthing people choosing maternity care at Barnsley



Best for People

We will make our maternity services the best place to work by:

- Ensuring compassionate leadership and a caring, supportive, fair and equitable culture
- Creating an organisational climate that supports Equality, Diversity and Inclusion
- Ensuring we recruit and retain staff to achieve future workforce sustainability and to ensure our organisation is correctly resourced
- Supporting our staff's health and wellbeing
- Ensuring staff are offered training and career development opportunities
- Ensuring staff are consulted and engaged in service development
- Ensuring staff feedback is obtained and suggestions acted upon
- Adopting flexible working and family friendly policies



Best for Performance

We will meet our performance targets and continuously strive to deliver sustainable services by:

- Meeting our locally and nationally agreed performance targets and best practice
- Investing in specialist service provision to deliver best performance, developing each service using best practice examples and ensure objectives are monitored and met
- Focusing on the service user experience by maximising our effectiveness and productivity and increasing the financial sustainability of our services to meet demand
- Closely monitoring the delivery of new models of care
- Using effective planning, operational and administrative processes that enable birthing people to easily access services and deliver best performance
- Ensuring public money is spent wisely and budgets are managed effectively
- Continue to ensure the Trust Board have oversight of maternity activity
- Digitally supporting new ways of working and building on solutions that enable our teams to work fully electronically and remotely



Best for Planet

We will support the trust to build on sustainability work and reduce our impact on the environment:

- We will support the trust to build on existing work and deliver the sustainability plan
- We will support the trust in developing a travel action plan to encourage staff, service users and visitors to choose more sustainable modes of transport to minimise the environmental impact
- We will develop services within local communities to reduce travel to the hospital
- We will continue to promote breast feeding as the feeding choice to reduce bottle and packaging waste
- We will continue digital transformation to reduce paper consumption
- We will recycle surgical/medical equipment where possible and reduce gaseous waste
- We will reduce gaseous waste

Barnsley Maternity Services are aligned with Barnsley Hospital NHS Foundation Trust values

RESPECT

We treat people how we would like to be treated ourselves

TEAMWORK

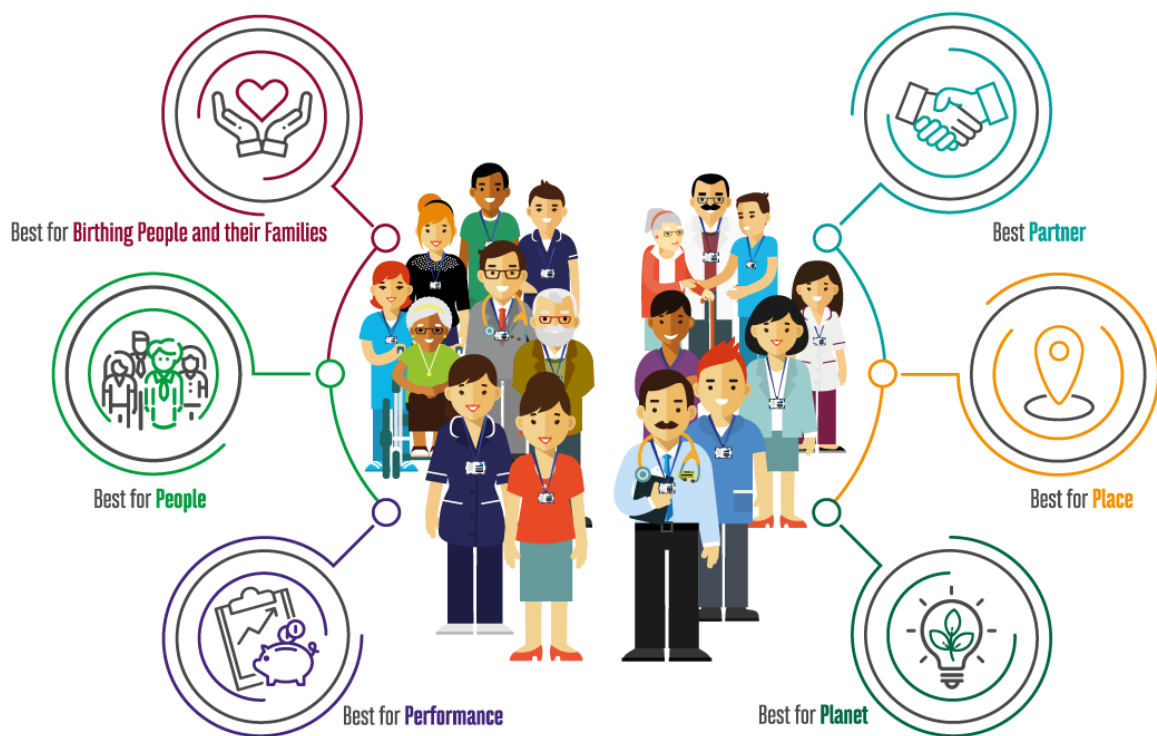
We work together to provide the best quality care

DIVERSITY

We focus on your individual and diverse needs



Our maternity Strategy 2024-2029





Best for Birthing People and their Families

Safe, individualised, high quality care to birthing people and their families is one of our core objectives and is key in all we do. We pride ourselves in keeping our service users at the heart of everything we deliver. Believing every person who uses our services deserves the highest possible quality of care and should be listened to, involved in their own care, feel able to give feedback and be treated with respect, dignity and compassion at all times. Services should be developed in co-production with those who use them whilst acknowledging the socio-demographic, cultural and diversity of our population.

Years 1-2: Horizon 1

- We will deliver holistic, compassionate care that balances both the physical and mental health of our service users.
- All communications will be clear, timely and in a range of languages and formats to suit the needs of the individual birthing person.
- We will deliver the highest possible quality of care by adopting national recommendations and use quality improvement techniques, patient engagement and best practice to improve patient safety, transform services and introduce new ways of working.
- We will use digital platforms to improve the way our birthing women access our services and engage with us ensuring birthing people have digital access to their notes where ever possible.
- We will ensure that all birthing people have a Personalised Care and Support Plan, facilitating care that is individualised and meets their cultural needs.
- We will ensure that services/policies/guidelines are co-produced with birthing people and their families through engagement with the MNVP and service user feedback
- We will continue to develop our estate to ensure our environment offers the best experience to our birthing population and their families.
- We will ensure specialist midwifery services follow national guidance evolving to meet the needs of the local population.



- We will commit to increasing the support for women to manage their own health during and after pregnancy, ensuring access to community health programmes in areas such as diabetes, obesity, smoking and mental health.
- We will further develop the transitional care model in line with BAPM standards to minimise the need for mothers and their babies to be cared for separately
- We will develop and ensure women have access to multidisciplinary pelvic health clinics by 2024
- We will develop a bereavement suite which meets national recommendations of the Bereavement care Pathway
- We will provide a 7 day a week bereavement service and increase the number of staff who can discuss post mortem consent allowing for families to have these discussions when emotionally ready.
- We will reconfigure antenatal day unit to offer 7 day a week access
- We will ensure focused support is available to birthing people in the hospital and community setting to improve breastfeeding rates.
- We will ensure timeframes are set to achieve gold accreditation for Unicef Baby Friendly Initiative (BFI)
- We will improve the access and uptake of women requiring community support for substance and alcohol misuse, obesity, smoking and mental health.
- We will ensure robust plans are made and monitored to assist in achieving the national target for Smoking At The Time Of Delivery (SATOD)
- We will ensure there is equal access to services for those from minority groups or those with protected characteristics and translation services are utilised to optimise this
- We will liaise with our partners to build on opportunities to deliver services which are delivered locally in community, for example family hubs.
- We will continue to adopt national recommendations for Continuity of Carer focusing on a roll out programme to ensure our most vulnerable cohort of birthing people access this default model of care.

Years 2-4 – Horizon 2

- We will work with individual specialities to provide best patient care and performance, developing each service using regional and national best



practice examples and learning from national quality improvement programmes and initiatives.

- We will continue to explore new models of care and new ways of working based on best practice and national recommendations.
- We will work with the LMNS to ensure services are of a high standard, audited and developed as per local and national recommendations.

Years 4-5+ – Horizon 3

- We will be the healthcare provider of choice for the local birthing population and service users.
- We will build on work to date and further develop our services to progress our organisation to the next level in terms of innovation, sustainability and innovative ways of working.
- We will build a coherent approach where quality improvement aligns with priority workstreams.
- We will look to continue implementation of best practice approaches underpinned by our continuous quality improvement approach.
- We will build on previous work to deliver services which achieve national targets and recommendations as a minimum for stillbirth and neonatal deaths, premature birth optimisation and the public health agenda



Best for People

Staff working in our services are important to us and we will engage with the Trust to deliver the intentions set out in the NHS People Plan. We will develop our teams by providing a motivational environment in which to work, with a positive organisational culture recognizing the diversity and cultural needs of each individual. We will ensure opportunities for development exist and staff feedback will help shape our service provision and delivery.

Years 1-2: Horizon 1

- We will provide our staff with psychological support, workplace debriefs and develop the role of our pastoral and Professional Midwifery Advocates (PMA) team.
- We will ensure compassionate leadership in a caring, supportive, fair and equitable culture.
- We will create an organisational climate that supports equality, diversity and inclusion.
- We will provide restorative supervision for our staff and deliver learning and reflection sessions for post traumatic events, incidents and investigations.
- We will work in an open, civil and compassionate culture where staff feel they have the freedom to speak up and raise concerns.
- We will create a culture of learning that allows organisational and individual accountability to co-exist.
- In conjunction with the Trust we will implement key recommendations from the Mental Wellbeing Commission and ensure the mental health wellbeing plan is adopted.
- We will ensure the basic needs of staff are met and the importance of these not underestimated including access to hot meals, refreshments and to appropriate breakout spaces to take breaks and recover.
- We will ensure staff are consulted and engaged in service development. Senior leaders will collect, review and respond to a range of qualitative and quantitative data to ensure there is a realistic understanding of workplace challenges and good practice to celebrate.
- We will work with the trust to ensure staff are aware of the offers of lifestyle checks, physical health MOTs and health surveillance.



- We will develop improvement plans to address key areas of concern raised in the yearly staff surveys.
- We will continue to work on retaining our staff and explore all opportunities to recruit to vacancies across the service to achieve future workforce sustainability. We will continue to work with the LMNS for recruitment opportunities.
- We will continue to develop our leaders to encourage the right leadership values, behaviours and attitudes using the NHS Healthcare Leadership Model.
- We will continue to work towards creating a just and learning culture that recognises and rewards compassion, success and kindness. We will ensure staff work within an environment that is psychologically safe and compassionate.
- We will support new, digitally enhanced ways of working including an electronic prescribing and medicines administration system for inpatients, electronic document management system to enable electronic patient records and building on solutions that enable our teams to work fully electronically and remotely where appropriate.
- We will ensure our workforce plans reflect the needs of our birthing population not only in relation to the number of births but also the social and emotional support of the local population.
- We will ensure roster patterns are fair and equitable
- We will continue to use a midwifery staffing tool and regularly review workforce rates to ensure safe staffing levels.

Years 2-4 – Horizon 2

- We will continue to develop the work set out in Horizon 1, building on the health and wellbeing approach to continue to support staff to deliver high quality care.
- We will further develop and expand our leadership development offer and approach so that maternity services remains well led and we cement this with talent identification and succession planning.
- We will continue to embed a just and learning culture in the organisation ensuring that the Trust is a fair and equitable place to work in an environment supporting equity, diversity and inclusion.
- We will look for development opportunities for staff across the LMNS, offering flexible working agreements to develop our future leaders
- We will deliver high quality care that meets the complex challenges of service and women's needs ensuring that leadership is compassionate and diverse across all levels of our service.

Years 4-5+ – Horizon 3

- Our working practices will be digitally enhanced to enable our caring and motivated teams work effectively and flexibly using innovative and new ways of working.
- Our staff's wellbeing and health will be greatly improved through a combination of flexible and virtual working
- We will be the best place to work and a beacon of excellence in Barnsley, across the LMNS and nationally.





Best for Performance

We are committed to meeting our performance targets and will continuously strive to deliver women centered care within services which are sustainable and based on best practice and national recommendations. We will ensure services are delivered with the required resources, equipment and infrastructure to support the highest standard of quality care for our birthing population and their families.

Years 1-2: Horizon 1

- We will ensure our services are responsive to new national recommendations, peer review feedback, national inspection findings and national benchmarking to ensure we deliver the best care every time.
- We will ensure services are developed to meet local and nationally agreed performance standards, Key Performance Indicators (KPI's) and adopt best practice
- We will ensure KPI's are met and action plans developed and monitored where standards fall short. We will work with the Quality Improvement Team to support clinical staff making any required improvements.
- We will accelerate actions, adopt national guidance and best practice to achieve reductions in stillbirths, maternal mortality, neonatal mortality and serious brain injury.
- We will ensure public money is spent wisely and budgets are managed effectively whilst ensuring potential funding streams for service improvement are investigated.
- We will use effective planning, operational and administrative processes that enable birthing people to easily access our services
- We will invest in specialist services to deliver best performance and ensure a continuous cycle of monitoring, evaluation and service improvement.
- Utilising service user experience we will focus on maximising our effectiveness and efficiency and increase the financial sustainability of services so that we can meet demand.
- We will continue to ensure there is Trust Board oversight of maternity activity and dashboards, ensuring there is accountability for service provision and standards.



- We will ensure that scheduled elective activity can meet the needs of the local population. Elective caesarean sections will be a five day a week service, if required, based on demand.
- We will ensure that across the LMNS there is improved neonatal cot capacity to avoid the separation of mothers and babies

Years 2-4 – Horizon 2

- We will build on work carried out in Horizon 1, we will further increase focus on performance measures, efficiency and productivity to ensure the highest standard of care is afforded to birthing people and their families
- We will continue to focus on outcome data of our birthing population ensuring outcomes are triangulated with governance measures.
- We will monitor performance of initiatives designed to reduce health inequalities and provide improved access to relevant treatments and services.
- We will deliver work as planned activity ensuring that antenatal day services offer a 7 day a week service as required.
- Care will be offered in various settings to ensure service demands can be met and care is nearer to home where possible
- We will continually review our workforce model to ensure high standards of performance can be met and developed

Years 4-5+ – Horizon 3

- By Horizon 3 we will deliver an excellent, financially sustainable service delivered within our financial window
- We will exceed expectations in performance levels through an engaged and motivated workforce, with new ways of working and digitally enhanced processes.





Best Partner

Better Births (2016) sets out a vision for maternity services to provide safer and more personalised care. The maternity and neonatal commitments of The NHS Long Term Plan (2019) and The Three-Year Delivery Plan for Maternity and Neonatal Services (2023) detail plans of how services will achieve these actions ensuring services are equitable.

We are committed to building on our current partnership with the LMNS, Integrated Care Board (ICB), partners within Barnsley Council, primary and social care and the MNVP to make these ambitions a reality.

Years 1-2: Horizon 1

- We will further our understanding of the new role of the South Yorkshire Integrated Care System (ICS) and increased statutory responsibilities ensuring system level plans, priorities and governance are developed with the LMNS.
- Through collaboration with the LMNS we will continue to foster close working relationships with neighbouring Trusts to ensure in times of high acuity mutual assistance can be sought to ensure the safety of the birthing population in Barnsley.
- We will work with local Trusts to build on existing partnerships in sustaining local services for the birthing population of Barnsley with complex pregnancies, referring to maternal medicine hubs as required.
- We will grow our volunteer community. Volunteers are an integral part of our core team enhancing the care and support birthing people receive. We will have definitive roles dependent on the area they are working in, providing key roles and responsibilities.
- We will ensure continued liaison with tertiary neonatal units to ensure babies are born in the right place to ensure the best start to life.
- We will work with our charities to ensure family centered care is delivered
- We will be active participants in the LMNS to ensure care outcomes are monitored and work to ensure best practices are adopted to improve these outcomes.
- We will work in collaboration with Barnsley Council investing in ways to deliver more personalised care to the birthing population which will be delivered within their own locality.



- We will ensure maternity services continue to support student placements from the local universities as part of workforce development plans.
- We will work with our partners at Barnsley Council to access and develop services best suited to the local health needs ensuring services are equitable.

Years 2-4 – Horizon 2

- We will progress work carried out in Horizon 1 and continue to define key partnerships which can be developed to improve health outcomes.
- We will work with partners to integrate care into family hubs which are local to the birthing population and encompasses not only obstetric needs but the wider public health agenda

Years 4-5+ – Horizon 3

- We will work with our partners to develop and deliver agreed partnership opportunities and models to support future care provision.
- We will be delivering sustainable, local services for the birthing people of Barnsley and their families and new models of integrated care with partners.
- We will monopolise on any new opportunities.





Best for Place

In collaboration with the Trust we will focus our efforts at Barnsley Place to improve services for our birthing people and their families, support a reduction in health inequalities and improve population health through building on existing relationships with our partner organisations in Barnsley Health and Social Care.

Years 1-2: Horizon 1

- In collaboration with the Trust we will understand our role within local place-based partnerships by working closely with partners and developing the right infrastructure based on the emerging guidance and process.
- We will ensure maternity services are represented in shaping Barnsley Place priorities.
- We will work with our partners in Barnsley Place to deliver services which are local and acknowledge the diverse needs of our population including further consideration of the needs of our ethnic minority families, those with special educational and disability needs, those requiring mental health support and those bereaved.
- We will ensure services are developed collaboratively with birthing people and service users to ensure we are the maternity unit of choice for our local population.
- We will work with colleagues at Barnsley Place to monitor the effectiveness of health intervention strategies ensuring a cycle of continued improvement.



Years 2-4 – Horizon 2

- We will work with the Trust to develop our local placed based partnerships to understand how different partnership models can enhance care delivery.
- Through our public health and wellbeing specialist maternity teams and Barnsley Place colleagues we will identify ways to greater influence population health and continued reduction in health inequalities across Barnsley.
- We will look at exciting and innovative ways of care delivery which appeals to the lifestyles of the Barnsley birthing population and their families
- We will continue to work with partners on delivering national guidance and targets on reducing health inequalities.

Years 4-5+ – Horizon 3

- We will further develop our agreed partnership models.
- We will push boundaries and seek out new and exciting opportunities to make a difference to the health opportunities of the birthing population in Barnsley.
- We will continue to ensure maternity services are represented at Barnsley Place and new opportunities for health improvements are acted upon.
- We aspire to see a significant reduction in health inequalities for the future generation by implementing health prevention and educational programmes that birthing people and their families can access in Barnsley. Targeted education during pregnancy is the foundation of reducing poor health outcomes in the new-born affording them a better start to life.





Best for Planet

We will support the Trust to build on sustainability work and reduce our impact on the environment.

The NHS is responsible for approximately 4% of the nation's carbon emissions and therefore we will be involved in the solution of tackling climate change by reducing emissions by 80% by 2028-2032 and achieving zero emissions by 2040.

Years 1-2: Horizon 1

- We will build on existing work on sustainability through delivery of the Trust's sustainability plan which sets out an action plan to exceed national targets.
- We will introduce flexible working and adopt the Trust travel action plan for 2020-2025 to deliver a series of actions which encourages our staff, patients and visitors to choose more sustainable modes of transport to minimise our impact on the environment and reduce the demand for parking on the hospital site and surrounding streets.
- We will look to develop services that can be delivered locally to reduce the birthing persons necessity to travel to the hospital.
- We will continue to promote breast feeding as the chosen method of feeding to reduce bottle and packaging waste.
- We will recycle surgical/medical equipment and packaging where possible and reduce gaseous waste.
- We will highlight the availability of recyclable nappies
- We will continue digital transformation work to reduce paper consumption.
- We will ensure recycling bins are available in all areas
- We will ensure that mileage and commuting times are considered in the development of any community initiatives both from the staff and the birthing persons perspective.
- Waste champions will promote and embed new practices designed to reduce our carbon footprint
- More flexible systems of working will be considered to reduce daily commutes where possible.



Years 2-4 – Horizon 2

- We will continue to support delivery of the Trust's sustainable development management plan that will cut business mileage and fleet air pollutants by one fifth by 2023-24 in line with the NHS long term plan intentions.

Years 4-5+ – Horizon 3

- As part of Barnsley NHSFT for the emissions we control directly (the NHS Carbon Footprint), we will achieve net zero by 2040, with an ambition to reach an 80 per cent reduction by 2028 to 2032.
- As part of Barnsley NHSFT for the emissions we can influence (our NHS Carbon Footprint Plus), we will achieve net zero by 2045, with an ambition to reach an 80 per cent reduction between 2036 and 2039.



Summary

This is an ambitious five-year strategy which ensures that our birthing population and their families are at the heart of everything we do. We are proud of the services we deliver at Barnsley maternity unit and we are committed to ensuring-

Our staff are part of a sustainable midwifery and obstetric workforce, a workforce where people choose to join and want to stay and develop their careers.

Staff will work in an environment which is open, transparent and psychologically safe which is led by a skilled, caring and compassionate leadership team.

Our staff are integral in all we do and high standards of care and quality will only be achieved if they are valued, motivated and emotionally supported. The health and wellbeing of our staff will be embedded in our service as a priority.

Our service will be developed and respond to the needs of our local birthing population.

Feedback from our families will shape and drive quality improvement and we will work closely with the MNVP and local partners to address any inequalities in our service and improve health outcomes for birthing people, their babies and families.

We strive to be an outstanding service, with pride in the services we deliver in order to be the maternity unit of choice for our local birthing population.

VERSION 8 - 6th December 2023



