

LSA GREATER GLASGOW AND CLYDE SOM ACTION PLAN FOR ORGANISATIONAL CHANGE

Objective	Action	Timescale Lead	GOAL	UPDATE JUNE 2009	UPDATE AUGUST 2009
1. Provide support to midwives and be visible as leaders during organisational change	1. A SOM to be a member of each work stream 2. A SOM to be available to staff 3. SOMS to be briefed on developments to enable cascade of information to staff 4. SOMS to be aware of policies in relation to redeployment		SOMS to be effective leaders and contribute to effective organisational change	1. Names of SOMS on workstreams Hub & Spokes – Margaret O'Donnell Ultrasound – Anita Kettelhut Daycare/EPAS – Grace Doherty Decommissioning – Debbie MacKinnon High Risk – Di Clark 2. On-call rotas in place for staff to contact a SOM 3. Policies can be accessed on Staffnet	1. Update given on each work stream by Marie - Elaine McClair. Work is progressing at rapid rate now. Some issues need further discussion with GPs
2. Ensure the provision of a safe maternity service and equity of access for all women	1. A SOM to be a member of each work stream and any steering groups 2. Ensure women informed about service provision through public meetings and liaison with Pauline Cameron 3. Ensure guidance consistent/unified across sites		Safe maternity services and women able to access care	1. As in objective 1 point 1 2. Information going out via Pauline Cameron to all areas including spokes. Information being circulated to CHCPs, GPs and women.	1 and 2. Cascade of information on going 3. All policies and guidelines reviewed through GONEC

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	<p>4. Monitor /audit any practice changes including implementation of KCND pathways</p> <p>5. Work with managers to determine if escalation policies required in times of peak activity</p>			<p>Pauline Cameron provided update to SOMS in June meeting on her role and how she accesses service users this m</p> <p>3. All policies and guidelines reviewed through GONEC –LP leaving so Lesley Shields nominated as new SoM representative on group</p> <p>4. it was agreed that the Consultant midwives Dorothy Finlay and Sheona Brown who are also SOMS should provide an update in each SOM forum on KCND pathways and any evaluations and audit session to update all SOMS.</p>	<p>4. Consultant midwives leading on KCND work to provide update to forum</p> <p>5. SOMS in PRM meet with HOM to discuss activity levels and organisation of services regularly</p> <p>Consideration has been given to Escalation policy – no outcome decision to date</p>

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				5. Service is reviewing use of escalation policies and Eleanor Stenhouse will provide updates to SOMS in each forum to update group	
3. Ensure midwives have skills to deal with change in practice due to new models of care	1. Each SOM to meet with supervisee and discuss individual needs 2. SOMS to work with managers and ensure training skills analysis undertaken and then implement the training plan 3. Ensure drill workshops in place 3. Ensure staff have induction and orientation programmes to new areas and have opportunity to meet with their SOM at regular intervals for support during change		Skilled and confident midwives	1. Each SOM will review individual needs of supervisee when review undertaken. 2. Skills inventory circulated by Dorothy Finlay and Sheona Brown that may be used in conjunction with SOMS and managers Need to link Supervision in	1. Orientation programmes will be put in place for midwives transferring sites. Skills analysis not undertaken as individual needs will be identified prior to orientation programme. 2. SOMS will meet with supervisees to discuss

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				with any skills analysis 3. SOM sitting on Decommissioning group – Debbie MacKinnon . Supervision to be linked in with induction and orientation programmes. DM to feed back in SOM forums	individual needs. For update next meeting
4. Maintain momentum to achieve national drivers	1. Continue implementing any programmes or drivers		Ensure service up to date and active participants in national drivers	1. Report back in forums on any national drivers 2. Dorothy/Sheona – to provide updates on KCND pathways	1. Update requested for October meeting
5. Ensure collaborative working	1. Arrange meetings with staff from other areas 2. Welcome meetings from SOMS to midwives working in new areas 3. Maintain cascade of		Effective team working contributing to safe maternity services	1. and 2 .This should be arranged by link SOMS when staff know final allocation of workplace. For	1. Allocation of staff across sites now nearly complete. Link SOMS will put

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	<p>information from SOMS as well as Communication engagement offices to ensure information regular and consistent</p> <p>4. Facilitate midwives attending team briefings and keep midwives up to date from perspective of supervision as well as managerial perspective</p> <p>5. Issue SOM newsletter to promote the progress from the 8 work streams</p> <p>6. Work in partnership with staff side representatives and HR and managers</p>			<p>update in August meeting</p> <p>3.and 4. Update provided to all SoMs by Pauline Cameron 9/6/09</p> <p>Midwives encouraged to attend team briefs at annual review.</p> <p>5. Staff are having updates via organisation on progress form work streams. The supervisors have circulated a newsletter with update/information on supervision of midwifery practice.</p> <p>6. SOM represented on Communication work stream and decommissioning work stream and will</p>	<p>actions into place September to December</p>

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				provide update in next meeting.	
6. Relocation of SOMS and midwives across the Glasgow sites	1. Ensure midwives have induction and orientation programmes 2. SOMS to maintain regular meetings with supervisees 3 Arrange meetings between midwives for team building 4. Revise SOM caseload when relocation lists of staff available 5. Review format of on call rotas when relocation lists available		Skilled staff able to adapt to new work location	1. HR hold this information link soms to determine staff allocation and work on this action point with soms in each unit. 2. Each SOM to meet with supervisee as necessary. 3. Time out session arranged for SOMS in September 2009 with Liz O'Neil facilitator on strategies to support staff through change, with a follow up session next year when change has embedded in. 4. and 5. Link	1. Staff allocation nearly complete. GGC links to meet in September to revise SOM case loads 2. Time out with Liz O'neill on change management on Septemebr 1 st 2009. Follow up date to be arranged in new year

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				SOMS to rearrange SOM caseloads for January 2010 as soon as list of staff re-allocation finalised. Then to be distributed around units and midwives to give midwives opportunities to meet their new SOM	
7. Ensure	1. SOM to be member of		Effective	Links to e-mail out for	All staff

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communication is effective	communication group and involved in communication process 2. Ensure midwives know how to access communication through workshops, individual meetings with SOMS , through induction programmes 3. Work with communication officer and invite to SOM meetings 4. IT support		communication	a representative	updated through communication engagement officer and through lead midwives
8. Ensure guidance and policies in place to support midwives in the work place	1. SOM to sit on guidance /policy groups 2. SOMS to be integral to any clinical governance committees			1. Soms reported in meeting that Guidance and policies already in place to support midwives in their practice. SOM sitting on GONEC Lesley Shields SOM sitting on	SOMS sit on GONEC and clinical risk management forums

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				clinical governance committees	
9. Ensure participation with users	1. SOMS to engage with Communication engagement officer Pauline Cameron to maintain links and develop strategy for links with user forums		Effective communication		This continues through community Engagement officer
10. Work alongside managerial strategies for workforce planning	1. SOMS to be part of any workforce planning work streams 2. Birth rate plus analysis not being used in Scotland and National Planning team has been established		Collaborative working	1. SOMS on each of the work streams now. Service redesign is being focused to user needs. Update provided by Pauline Cameron who will regularly do this in future . Considering ways to access service users in LSA audit process and	1. SOMS on each work stream. 2. JP sitting on national forum developing workload tools

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