



Maternity Incentive Scheme 2020-21

Safety Action 7 - Templates for providers

MIS SA7 Templates Pack

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- Five templates with examples for providers to use:
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The Maternity incentive scheme – background and links to the guidance

The maternity incentive scheme supports the delivery of safer maternity care through an incentive element to trusts contributions to the CNST. The scheme, developed in partnership with the national maternity safety champions, Dr Matthew Jolly and Professor Jacqueline Dunkley-Bent OBE, rewards trusts that meet ten safety actions designed to improve the delivery of best practice in maternity and neonatal services. In the third year, the scheme will further incentivise the ten maternity safety actions from the previous year with some further refinement.

Further information regarding the scheme, the safety actions' guidance and related resources can be found here <https://resolution.nhs.uk/services/claims-management/clinical-schemes/clinical-negligence-scheme-for-trusts/maternity-incentive-scheme/>



1. MVP Terms of Reference

Available here: <http://nationalmaternityvoices.org.uk/toolkit-for-mvps/setting-up-an-mvp/mvp-resources/>

[insert your Maternity Voices Partnership name or logo here]

This is a template for you to adapt for local use. Edit the document adding names and details according to local arrangements (see highlights). Delete these instructions for use.

1. [name] Maternity Voices Partnership (MVP), is an independent¹ multi-disciplinary advisory and action forum with service users at the centre.
2. It both uses a formal committee structure, with written agendas and formal minutes of discussions and decisions, and incorporates the principles and practice of participatory co-design and co-production through regular break-out sessions and small group work in order to ensure that the five principles of MVPs are at the core of the commissioning, monitoring and continuous improvement of maternity services.
3. It is maintained by [insert name or names] Clinical Commissioning Group(s).

Five principles:

4. An MVP creates and maintains a co-production forum for maternity service users, service user advocates, commissioners, service providers and other strategic partners. Members and the collective forum operate on the following founding five principles:
 - 4.1 Work creatively, respectfully and collaboratively to co-produce solutions together.
 - 4.2 Work together as equals, promoting and valuing participation. Listen to, and seek out, the voices of women, families and carers using maternity services, [even when that voice is a whisper](#). Enabling people from diverse communities to have a voice.
 - 4.3 Use experience data and insight as evidence.
 - 4.4 Understand and work with the interdependency that exists between the experience of staff and positive outcomes for women, families and carers.
 - 4.5 Forensic in the pursuit of continuous quality improvement with a particular focus on closing inequality gaps.

Aims and objectives:

5. The MVP serves the needs of local women and families and the Local Maternity System, including all acute and community services and community hubs. It links with clinical network(s), to contribute towards and follow regional strategic direction, and links with other MVPs within the LMS to share good practice.
6. The MVP advises the CCG(s) commissioning maternity care on all aspects of maternity services, including:
 - The Sustainability and Transformation Plan for maternity

¹ See Guidance on maintaining independence at the end of this document.



- Service specifications for maternity service contracts, performance indicators and maternity quality requirements
- Progress on implementing the national policy and evidence-based standards and recommendations
- Lessons from investigations and reviews of maternity services by the Care Quality Commission
- Involvement of women and their families (patient and public involvement)
- Configuration of services
- Quality standards for maternity services and ways of monitoring standards
- Clinical governance, audit and guidelines for clinical care
- The consistency in the delivery of maternity services and clinical practice across the district, based on reliable research evidence.

7. The MVP will listen to and act upon women, family and carer feedback at all stages of the commissioning cycle – from needs assessment to contract management. All members are committed to working in partnership and to implementing woman-centred care. Woman-centred care offers women information, choice, and care based on best available evidence, always respecting their choices and human rights.

8. Mirror clauses, acknowledging the role of the MVP are included in the terms of reference of other groups that consult and receive advice from the MVP including the CCG and Trust boards.

Values:

9. The MVP is committed to diversity and equal opportunities and upholds women's human rights in pregnancy and childbirth.

10. The MVP is multidisciplinary, so its members will bring with them different beliefs, values and experience. All these perspectives should be valued and respected. Each member should have an equal opportunity to contribute to the MVP discussion and decision-making process. Care will be taken to enable full participation. For example, it is important to check that the terminology MVP members use is understood by all and clarified if necessary.

11. Members are acting in a public service capacity and are expected to adhere to the Nolan principles for conduct in public life.²

Membership:

12. Members will normally be appointed for no less than two years and no more than six years consecutively. CCG(s) will ensure that there is a balance of members from professional and user groups. Members may include:

² Committee on standards in public life. *Guidance: The 7 principles of public life*. (May 1995) <https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>



Service users - minimum one third of total core membership

Core Members:

Service users

Service user representatives (nominated by voluntary maternity organisations and community groups)

Fathers groups

Family support workers, peer supporters

Local Healthwatch member

Associate / additional members:

User or community workers with specific expertise and experience e.g. disability

Clinical commissioning groups

Core members:

Commissioning manager, or other designated lead person, who acts as the link with the Chair and Vice Chair of the MVP

Associate / additional members:

GP commissioner

Clinical governance manager

Other expertise as needed

Local authority

Core members:

Public health representative

Health visitor

Associate / additional members:

Clinical governance manager

Health promotion

LSA midwifery officer

Other expertise as needed, e.g. School nurse representative

Service Provider

Core members:

Head of midwifery

Consultant midwife

Consultant obstetrician



Consultant paediatrician / neonatologist

Midwife in clinical practice (1 or 2 to cover hospital and community experience)

Bi-lingual link worker or advocate, where employed locally

General practitioner

Associate / additional members:

Anaesthetics

Antenatal screening

Board level maternity champion(s)/ Non-executive director

Business management

Chaplaincy or bereavement service

Health promotion

Infant nutrition

Medical / midwifery education

Neonatal nursing

Obstetric physiotherapy

PND specialist

Psychiatrist

Parent education

Radiology

Sure Start / children's centre coordinator

Local authority social services

Director of Children's Services

Substance misuse lead

13. The core membership will vary according to the local situation. It may also be appropriate to nominate associate / additional members, who receive papers and join subcommittees as appropriate, but will only attend meetings where there are issues of special interest to them. If the MVP covers more than one provider unit, each unit should be represented by at least one senior professional. Other professional and staff group representatives may be agreed between the Trust, so that the committee does not become too large.

14. Members of the MVP should liaise with the groups or professions that they represent. This will include regular reporting on the activities of the MVP to their group / colleagues and feedback to the MVP.



15. Out-of-pocket expenses will be payable to service user members.
16. The CCG will pay an allowance to [enter details, e.g. the Chair/Vice-chair/all members of the MVP whose attendance is not covered by their employment salary]. (NB Payment is likely to increase the range of local people willing to participate but may affect entitlement to state benefits and is subject to income tax.) The CCG will ensure that the Chair's remuneration reflects the skills, experience and significant time required for the role.³
17. Members shall be given reasonable access to the CCG and provider unit libraries, to the internet and are encouraged to access NICE guidance and the Cochrane Library online.
18. The officer appointed to service the committee will provide information to members of the committee and identify any training needs that members may have.

Service User Chair:

19. The Chair of the committee will be elected by the membership for a fixed term of up to four years. The start and expected finish date shall be minuted. The Chair should be independent of those directly responsible for commissioning or providing services and normally be a user member. If there is no user member willing to take on the role of chair, the commissioning CCG, in consultation with the committee, will consider who would have an informed, user-focused perspective and be able to take on the role. The Chair should not normally be a practising or recently practising member of a profession directly concerned with providing maternity services, or employed by a trust with whom the commissioning CCG has a contract.
20. Where the Chair is not a user member, a user member should be encouraged to take the role of Vice-chair for a fixed term of up to four years. The start and expected finish date shall be minuted. Sharing the chairing role as a job-share or 'chair team' is another way to ensure central service user involvement. The Vice-chair provides essential support the committee Chair.
21. In the rare absence of both the Chair and Vice-chair, members shall elect one person to take the chair for the duration of the meeting.

Committee proceedings:

22. MVP Meetings will be held [enter details - not less than four times a year]. All core members have voting rights. Associate members do not have voting rights.

³ Working with our Patient and Public Voice (PPV) Partners – Reimbursing expenses and paying involvement payments (v2) <https://www.england.nhs.uk/wp-content/uploads/2017/08/patient-and-public-voice-partners-expenses-policy-oct-17.pdf> "Role 4: PPV partners are in senior PPV Expert Advisor roles that demonstrate strategic and accountable leadership and decision making activity. Expenses Category C (out-of-pocket expenses are covered or reimbursed AND an involvement payment is offered)."



23. A quorum shall be one third of the full core MVP membership, including deputies.

24. The Chair may invite individuals on an ad hoc basis to a meeting for particular items on the agenda.

25. The MVP may set up multi-disciplinary sub-groups that include user members to meet in between MVP meetings either on a regular or an ad hoc basis to work on specific topics and report back to the MVP. These subgroups may co-opt members as appropriate. [enter names of any standing sub-groups with details of their purpose and frequency of meeting, if appropriate].

26. Proposed amendments to the terms of reference shall be circulated to all members in writing at least two weeks before the meeting at which such amendments are to be considered.

27. The CCG commissioning maternity care will appoint an officer to service the committee and ensure that a CCG lead person acts as the link with the Chair/ Vice-chair of the MVP. A current list of named core members, and the person servicing the committee, will be maintained, with changes agreed and minuted.

28. Agenda and papers will normally be circulated two weeks before each meeting. Any members may ask for items to be included on the agenda.

29. The minutes of meetings will be produced, for approval by the Chair prior to circulation, and circulated within three weeks of the meeting to MVP core and associate members, the chief executives of all relevant CCGs and trusts and be made available to others on request.

30. Where a member is unable to attend a meeting he/she will inform the committee secretary of this before the meeting and advise whether a designated deputy will be attending the meeting. The deputy will then have full voting rights.

31. Where a member fails to attend three meetings within a one-year period their membership should be reviewed and, if necessary, a replacement sought.

Annual Programme:

32. The MVP will be consulted by the CCG commissioning maternity care on:
- proposals for developing or changing services, including the Sustainability and Transformation Plan
 - service specifications for maternity services, quality standards and performance indicators
 - the Joint Strategic Needs Assessment
 - implementing standards and targets
 - priorities for clinical audit
 - specific user involvement, personalisation and choice, and women's experience initiatives relating to the planning and monitoring of maternity services.



33. The MVP will receive reports from, and advise local provider units on:

- the development of their business plans relevant to maternity services
- any proposals for changing or developing service
- clinical governance, including clinical audit
- work of the labour ward forum where applicable
- the number and nature of maternity services complaints, and actions arising
- user surveys, complaints and local maternity statistics
- user involvement in the planning and monitoring of their maternity services.

34. The MVP will review services with information from sources including:

- community groups, consumer research and quality assurance
- Care Quality Commission findings, statistics and recommendations
- clinical audit reports from provider units, regular summaries of comments
- subjects/themes of complaints from service users
- feedback from maternity services user groups.

Annual Report:

35. The MVP will produce an annual report that includes:

- the work of the MVP over the past year
- progress on local strategies and targets
- work-plan for the coming year
- links and connections to Community Hubs and community organisations
- recommendations to maternity care commissioners

36. It may also include a synopsis of local statistics and services and act as an overview prospectus for local unit(s) and services.

37. The annual report will be circulated by the CCG commissioning maternity care to the trust and CCG boards, and other relevant statutory and non-statutory groups with an interest in maternity services. It will be discussed by the Chair and Vice-chair at a meeting with the chief executive or lead director of the CCG, and with the trust chief executive and/or the board level maternity champion, usually with a senior provider manager present.

Date Terms of Reference last reviewed [insert date]

Date Terms of Reference next due to be reviewed [insert date]

Guidance on maintaining independence:

The MVP will be independent and accessible to all sections of the community.⁴ It must be seen by women and their partners and families as relevant and reflecting the experiences they have when using maternity services and related community support services. To maintain this

⁴ This has been adapted from Healthwatch England guidance.



independence requires the MVP to listen to the voices in their communities carefully and impartially.

Independence of purpose, of voice and of action:

The MVP must be able to speak up independently, without fear or favour. The chair, other elected officers, and all members of the committee have a responsibility to maintain this independence. Sometimes this may feel difficult. The MVP must work on both popular and minority causes, with mainstream groups and with marginalised and vulnerable groups in order to serve the whole community. Adequate resources must be provided through arrangements with commissioners, service providers, voluntary organisations, Healthwatch, researchers, and/or consultants to make realistic work plans.

To maintain independence, the MVP must make sure that local people and stakeholders on the MVP are clear about the committee's independent position, which must not be compromised for any reason. Independence can be undermined by external pressures and conflicting expectations, or if the MVP becomes out of touch with the real concerns of local women and families or fails to take account of high quality evidence.

The principle of presenting lived experiences in an evidence based way is vital. If proposals and presentations are not grounded in local service users' experiences and formal evidence, the MVP will lack credibility.

If the MVP chair, or a subgroup of the MVP, decides to take on extra commissioned work for the CCG/commissioners or Trust(s), additional to the main workplan for the MVP (the usually annual workplan, which all members have agreed by consensus or by voting, under these terms of reference), it must be clear, within the project plan agreed with the CCG/commissioners or Trust, how the MVP's independence will be preserved. For example, that the MVP owns the information collected, has the right to publish any information collected and publish a final report in full. It is important to be clear that an MVP is not a body that can enter into legal contracts – it is an NHS working group/partnership with members from relevant stakeholder groups, including NHS Trust staff, service users, NHS CCG/commissioner and others (see Terms of Reference). While an MVP will settle its annual workplan (collectively, at an MVP meeting) following discussion with the CCG and local Trust(s) as organisations (these bodies have members on the MVP who should facilitate these discussions, supporting the MVP chair), this must not compromise the independence of the group and its freedom to work on topics that the MVP has collectively decided are important in the local context.

In order to maintain independence and respect, MVPs:

- shall work to the highest levels of transparency and accountability in all activities. Good governance is fundamental.
- must declare and manage conflicts of interest – it can be the public's perception of a conflict that undermines trust and independence. The MVP must be careful about any political affiliations and seek to maintain political impartiality.
- must be seen as independent and accessible to all, representing all parts of the community.
- are subject to oversight by clinical commissioning groups and may need to meet requirements in creating and delivering on its workplan in relation to co-design and co-production, however, any control over budget and activities shall not have undue influence on freedom to set priorities.



- in undertaking additional work (such as agreed time-limited projects), may be at risk of commissioners becoming confused about the MVP's independence. It is important always to make this independence explicit so as to manage expectations.
- must not compromise their independence through commercial or provider interests. This does not mean avoiding involvement of independent practitioners or NHS providers. Strong and trusted relationships with a range of stakeholders is vital to having local insight and influence. But any conflicts of interests must be stated and managed to maintain the MVP's independence and credibility.
- must protect the reputation of MVPs and be respectful of local partners and stakeholders, avoiding inappropriate statements, language or associations which cannot be justified or may be damaging.
- should attempt to resolve any disputes or misunderstandings locally, minuting all formal meetings. They should seek advice from independent trusted sources such as: peers in other MVPs, Healthwatch England, NCT, Royal Colleges, NHS England, Birthrights, known independent service user advocates or lawyers if any tensions or conflicts cannot be resolved locally.

Managing conflicts of interest:

A conflict of interest involves a conflict between a public duty and a private interest, in which the person's personal interest, e.g. a commercial interest or opportunity for self-promotion, could improperly influence the performance of their public duties and responsibilities. MVPs should manage any conflicts of interest and seek guidance if necessary. Healthwatch England has produced guidance on *Conflicts of Interest* and there is guidance available for charities.⁵

⁵ <https://www.gov.uk/guidance/manage-a-conflict-of-interest-in-your-charity>



2. MVP meeting minutes and actions template

[Insert your Maternity Voices Partnership name or logo here]

This is a template for you to adapt for local use. Delete these instructions for use.

Date/time of meeting: <i>(MVP meetings are usually 90-120 mins and meet at 4 times per year)</i>	
Attendees:	
Apologies received:	

AGENDA ITEM:	ACTION/OWNER:
1. Review of minutes and actions from the last meeting	
2. Theme: xxxxx <i>(some MVPs agree a specific theme for each meeting and this may include an example of a recent lived experience of maternity care)</i>	
3. Feedback gathered - themes arising <i>(this might include inviting other professionals eg. health visiting or perinatal mental staff)</i>	
4. Update on current coproduced improvement projects	
5. Standing item: <i>eg. hearing from Black, Asian and Minority Ethnic women and women living in areas of high deprivation</i>	
6. Review of local dashboard data, serious incidents and anonymised complaints, and national/local maternity experience survey data (CQC, F&F, Walk the Patch, etc)	
7. Neonatal Voices update <i>(some MVPs now have a Neonatal Voices arm or include the voices of neonatal parents in the MVP agenda)</i>	
8. Agreed Actions	
9. AOB	

Future meeting dates/times:



3. Evidence of coproduction example

[Insert your Maternity Voices Partnership name or logo here]

This is a template for you to adapt for local use. Delete these instructions for use.

Service Development / project:	
Staff involved:	
Service users involved:	
Coproduction methods used:	
Outcome:	

Example:

Service Development / project:	Personalised Planned Caesarean Birth (part of implementing Personalised Care)
Staff involved:	Lead Obstetrician Labour Ward Lead Caesarean Birth Lead Midwife Maternity Theatre Manager Maternity Support Worker
Service users involved:	MVP user chair 1 MVP parent rep 3 women and 1 partner with recent experience of planned caesarean birth 1 birth doula
Coproduction methods used:	A video call was facilitated by the MVP chair with the whole team noted above (COVID meant face to face contact not possible) and included: <ul style="list-style-type: none"> - introductions - explanation of the Fish Bowl exercise: <ul style="list-style-type: none"> ➤ service users share their recent caesarean birth experiences and what would have made the experience more personalised ➤ clinicians share their experiences and the changes that could be made to make caesarean birth a more personalised experience, within the boundaries of safe maternity care - clear action plan coproduced with names and dates for each agreed action
Outcome:	Plan in place to make planned caesarean birth a more personalised experience for families

Coproduction methods in more detail: www.nationalmaternityvoices.org.uk/toolkit-for-mvps/co-production-resources/



4. Confirmation from MVP chair of remuneration and expenses

[Insert your Maternity Voices Partnership name or logo here]

This is a template for you to adapt for local use. Delete these instructions for use and any alternatives not selected. This letter may be used as written confirmation, from the Maternity Voices Partnership service user chair, that they are being remunerated for their work and that they and other service user members of the Committee are able to claim out of pocket expenses.

Date:

To whom it may concern,

I can confirm I am the service user chair/co-chair/vice-chair of **NAME** Maternity Voices Partnership (MVP). I can confirm I am remunerated at a rate of £**insert amount for X number of days/hours per week/month**. (See [NHSE&I's guidance for involving people](#) and the suggested £150/day rate) I am actively receiving this funding by – please select one:

1.	Submitting an invoice to the CCG / LMS and receiving a BACS payment
2.	Submitting an involvement claim form to the CCG / LMS and receiving a cheque by post
3.	I am remunerated via an external organisation, such as Healthwatch
4.	Other method – please provide detail: _____

I can confirm that I and other service user members of the MVP are able to claim out of pocket expenses, for transport and/or childcare, to enable service user participation in MVP-related events, feedback gathering or meetings.

Yours sincerely,

MVP service user chair/co-chair

Contact email/phone:



5. Evidence of prioritising the voices of Black, Asian and Minority Ethnic women and women living in areas of high deprivation

[Insert your Maternity Voices Partnership name or logo here]

This is a template for you to adapt for local use. Delete these instructions for use and any alternatives not selected. NOTE: [NHSE&I BAME Comms Toolkit for providers](#)

What is the project to prioritise voices:	
Whose voices are being prioritised:	
How are these voices being prioritised:	
Where will voices be heard:	
What difference will prioritising these voices make:	

Example:

What is the project to prioritise voices:	Listening to Black mums
Whose voices are being prioritised:	Black, Black British, Black Caribbean, Black African and mixed race women with recent experience of using local maternity services
How are these voices being prioritised:	A series of 4 online listening events, facilitated by a local community organisation which is represented on our local MVP to hear from local Black women and families about their experiences of our maternity care, including: <ul style="list-style-type: none"> - What was good? - What was not so good? - What could be made better?
Where will voices be heard:	A report from the 4 listening events will be brought to the next MVP meeting
What difference will prioritising these voices make:	Awareness amongst staff of the experiences of local Black women using local maternity services and an action plan coproduced with names and dates for each agreed action to improve maternity experiences for Black women.

Other examples of evidence of prioritising the voices of Black, Asian and Minority Ethnic women and women living in areas of high deprivation:

- Reviewing ethnicity within the MVP membership
- Contact with local community-led groups who partner with these communities
- Capturing ethnicity in any local feedback surveys
- Involvement in 15 Steps for Maternity and Walk The Patch activities
- Prioritise voices from these communities through a standing agenda item
- Coproducing comms with women and families from these communities
- Holding feedback gathering sessions or meetings in areas of high deprivation