

Tommy's Strategy

We're here to stop the heartbreak and devastation
of baby loss and make pregnancy and birth safe
- for everyone.



#TogetherWeCan

Tommy's

Thank you

Our new strategy reflects the passion of our trustees, our colleagues, our researchers, our key stakeholders and our supporters. It has not been created in isolation. Thank you to everyone who engaged throughout the process – whether through one-to-one conversations, workshops or surveys – your input has been invaluable.

We'd also like to thank those who took part in our user voice groups and who shared their experiences and insight. This helped us make sure that this strategy represents and reflects the needs of the individuals who are most likely to experience the poorest pregnancy outcomes – women and birthing people from deprived and marginalised communities, and from minoritised ethnic and mixed heritage backgrounds. Your generous time, insight and honesty have been transformative.

We also know that every penny counts when you're saving babies' lives. It's thanks to our generous supporters and partners that we're able to continue to research breakthroughs, support families throughout their pregnancy journeys, and care for people who have experienced pregnancy complications and baby loss.



Welcome from our Chief Executive, Kath Abrahams



A lot has changed in the 30 years since Tommy's started – not least the charity itself, which was founded by 2 obstetricians working from a hospital cupboard and has grown to become the UK's leading pregnancy charity. We would not be where we are today without the amazing work of our founders, patrons and early colleagues.

In that time, we've heard from thousands of people sharing their stories of heartbreak and devastation, supported families at every stage of their pregnancy journey and built a very special community of support. Like you, we believe pregnancy and baby loss should never be 'just one of those things'.

Our mission has always been to make the UK the safest place in the world to give birth for women, birthing people and their families. Since we started, we've been working tirelessly to find the answers to reduce miscarriage, stillbirth and premature birth and improve maternity care for all.

Tommy's remains the largest charity funder of pregnancy research, and in 30 years, we've made huge progress researching causes of pregnancy complications and baby loss. We've found new tests and treatments that have made pregnancy safer and transformed families' lives. We've ensured women and birthing people across the UK have access to the most up-to-date, evidence-based, lifesaving pregnancy information. We've shaped national healthcare guidelines and broken some of the silence surrounding baby loss.

But there is still so much to be done.

Our biggest learning over the past 5 years is that some groups of people continue to experience the poorest outcomes in pregnancy and birth, and this gap is increasing. We've understood it's not about equality – giving everyone the same thing – but that we need to drive towards equity in maternity care. This means giving the right people the right care and support at the right time. And we believe the best way to do this is to work in partnership with communities and organisations who truly understand the issues marginalised groups face.

Because we are truly committed to playing our part in driving change, our new strategy has tackling inequities at its heart, running through everything we do and as an explicit organisational goal for the first time.

We're pleased to launch our new strategy that will guide every aspect of our work over the next decade. It's inclusive, it's designed to be courageous, and it defines who we are as an organisation.

Right now, 1 in 4 pregnancies end in loss during pregnancy or birth and 53,000 babies are born early every year.

We think that's unacceptable, and we are here to change that.

It's thanks to you and many others, that together we can do this. I'm asking you to join us on this next stage of our journey as we work to stop the heartbreak and devastation of baby loss and make pregnancy and birth safe – **for everyone.**

Our vision

To stop the heartbreak and devastation of baby loss and make pregnancy and birth safe – **for everyone.**

Our values

We are evidence-driven:

we find and follow evidence, and it guides us in achieving the greatest impact.



We are inclusive:

we put tackling inequities at the heart of everything we do and treat everyone with empathy, consideration and care.



We are collaborative:

we know we're stronger when we work together and build lasting relationships with communities and partners.



We are courageous:

we are bold and unafraid to challenge established systems and thinking.



The word 'devastation' is such a powerful word that anyone who has experienced baby loss can relate to. The heartbreak this can bring not just for the person carrying their baby but also their family and friends who this impacts just as much. Baby loss is devastating and by talking more openly about our feelings and emotions this can help so many families."

Tommy's supporter with lived experience

Our mission

We lead research and transform care.

We provide expert information and support throughout the pregnancy journey

Working with communities and partners we challenge inequities and campaign for change to make pregnancy and birth safer for all.

Together, we save babies' lives.

Our goals

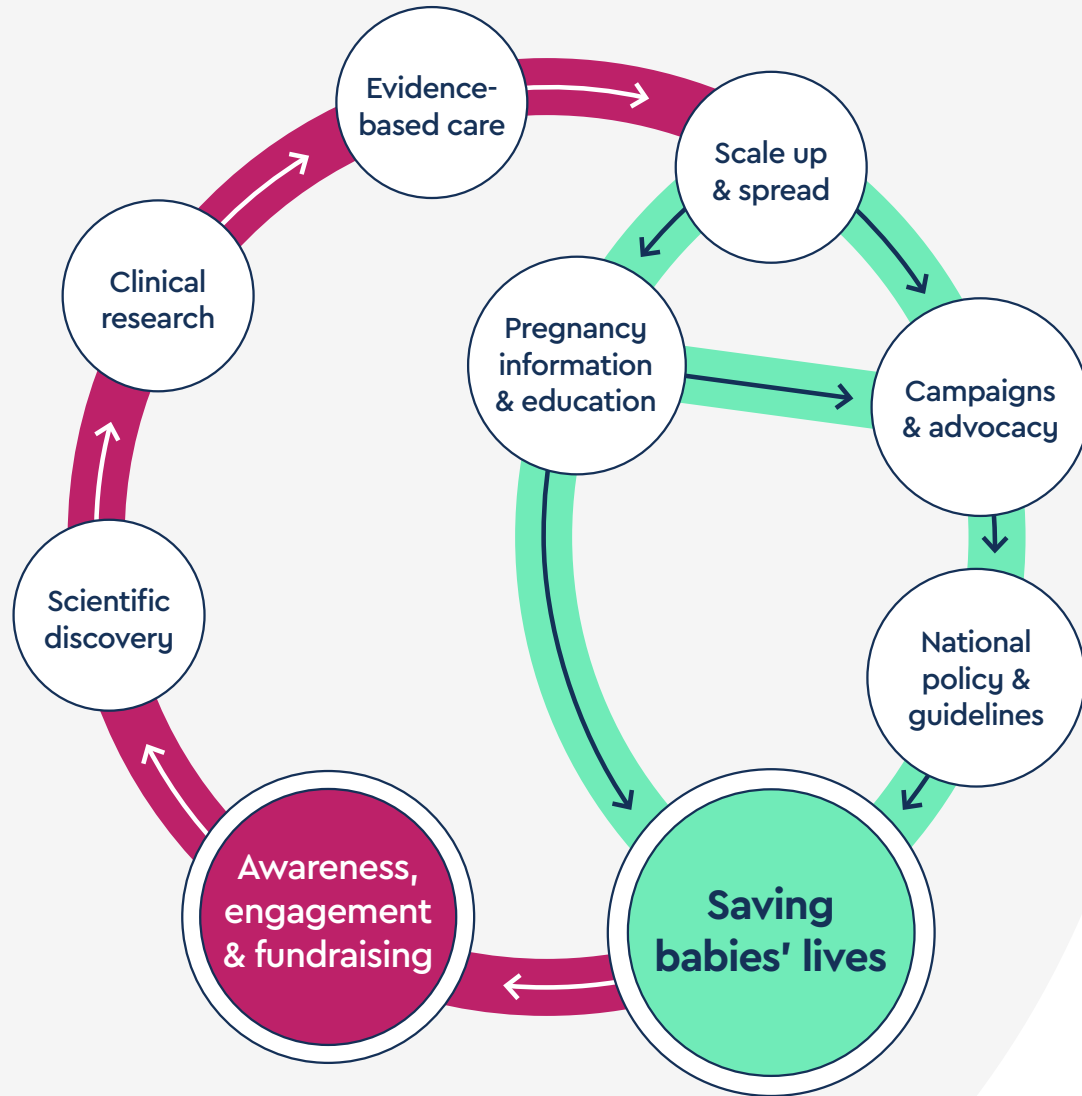
- 1 **Grow evidence**, because baby loss and pregnancy complications aren't 'just one of those things'.
- 2 **Improve care**, because everyone should be provided with the best care and support.
- 3 **Tackle inequities**, because everyone deserves the same opportunities for a healthy pregnancy and birth.
- 4 **Mobilise for change**, because together, we will make pregnancy safer and save babies' lives.



For me it is knowing that Tommy's are 100% committed to investing in research and also shows Tommy's has a 'duty of care' making pregnancy and birth safer for everyone."

Tommy's supporter

How we make change for everyone



We make change by:

Leading ground-breaking research to identify the causes of pregnancy complications and baby loss, and to find new ways to prevent, diagnose and treat these.

Translating research breakthroughs into improvements in clinical care by bringing together researchers, healthcare professionals and communities to understand where we can have the biggest impact by making sure things go well.

Using the evidence we build to campaign and advocate for change, working alongside policy-makers, Government and healthcare services to transform the way front-line care and support are delivered to make pregnancy and birth safer for all.

Turning research and evidence into clear, reliable information that is easily understood and accessed to support people to advocate for themselves and to make informed decisions before and throughout their pregnancy journey.

Educating and influencing the public to make sure the impact of pregnancy complications and baby loss are understood, and to break down taboos which stop people being able to access the support and care they need.

At every step, we challenge inequities in collaboration with partners and communities, listening to those with lived experience to make sure everyone has the best possible care and support during pregnancy and birth.

This change is only possible as a result of the funds we raise, the further investments they generate and the many partners we work alongside.

Our strategy sets out 4 overarching objectives that will help us to drive change, and explains how we will achieve these.



Research is central to what Tommy's does... but the thing that's unique is the interface to the public... information and campaigns... helping to enact a cultural shift in how we see pregnancy loss."

Attendee,
Tommy's user voice workshop

Goal 1

Grow evidence, because baby loss and pregnancy complications aren't 'just one of those things'.



We will fund research to find evidence that stops pregnancy complications and saves babies' lives.

We will do this by:

- Leading an innovative research programme through our research centres, that focuses on growing understanding of baby loss, and making improvements in identifying and treating pregnancy complications.
- Systematically reviewing the evidence base and horizon scanning to make sure our resources are targeted where the gaps in knowledge are greatest or where there is highest potential to save babies' lives and improve health in pregnancy.
- Developing capacity and capability in pregnancy research by investing in emerging researchers to attract and retain the most talented and diverse minds within pregnancy research.
- Diversifying our funding model to enable innovation, collaboration and flexibility to answer the most pressing research questions and make breakthroughs faster.
- Exploring partnership opportunities with institutions, funders and charities, to help us grow investment, commission new research and use joint expertise to accelerate our understanding of pregnancy complications and loss.
- Maximising opportunities to gather, bring together and use big and rapid data to develop new insight into the causes and impact of pregnancy complications and baby loss which drives future research and change.
- Involving people with lived experience and those at highest risk of pregnancy complications in our research to improve the quality and relevance of our work, and to help better understand and communicate the benefits our research can have.

Goal 2 **Improve care, because everyone should be provided with the best care and support.**

We will work to make sure good, safe and evidence-based care is available to all throughout their pregnancy journey.

We will do this by:

- Continuing to invest in implementation science, including developing the potential of Tommy's National Centre for Maternity Improvement to understand how we can turn discoveries into evidence-based practice and drive further improvements in care by working with and within healthcare systems.
- Making sure that key research breakthroughs are translated into changes in clinical practice, using campaigning, influencing and advocacy work to speed up the time it takes for breakthroughs to change care.
- Bringing the right people together, including those with lived experience, to build shared understanding and consensus on what best-practice care looks like to drive changes in national policy and guidelines and improve the way care is delivered.
- Using our channels and relationships with organisations and healthcare professionals to give individuals evidence-based information to help them make informed choices, to advocate for themselves and to make behavioural changes which reduce their risks.
- Holding the Government to account through the Joint Policy Unit, that we run with Sands, on its targets for improving maternity safety and reducing the number of babies who are harmed or die in pregnancy and birth.
- Continuing to develop and champion innovative digital tools and novel approaches to improving NHS care, including supporting the continued development and evaluation of the Tommy's Pathway Clinical Decision Tool.

Goal 3 **Tackle inequities, because everyone deserves the same opportunities for a healthy pregnancy and birth.**

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We will partner with communities and experts to reduce health disparities for those most at risk of pregnancy complications and baby loss.

We will do this by:

- Embedding equity, inclusion and diversity across all aspects of Tommy's to make us an organisation whose work and culture reflect the people and communities that we work with.
- Engaging with diverse communities to build trust, understand needs, co-produce solutions and to drive forward change together.
- Working with others from a wide range of disciplines to improve understanding of how inequities lead to poorer pregnancy outcomes and to identify what change is needed.
- Playing a role to drive a greater focus on addressing inequities in pregnancy research and on growing a more diverse research community.
- Working with partners to make sure the implementation of research breakthroughs and changes in care meet the needs of people who face the greatest health disparities.
- Targeting resources to tackle inequities for the communities at highest risk, focussing where we believe we can make the greatest impact - initially with people from Black and Black Mixed Heritage backgrounds who experience the worst outcomes through their pregnancy journey.

Goal 4 Mobilise for change, because together, we will make pregnancy safer and save babies' lives.

We will build and nurture a passionate supporter community, bring people together and use our collective voices and diverse experiences to make effective progress with a greater impact for all.

We will do this by:

- Listening to the voices and lived experiences of a range of communities, including our Tommy's supporters, to inform and develop all aspects of our work.
- Engaging and inspiring more people from more diverse communities and backgrounds to join and partner with us so we can have the biggest possible impact.
- Mobilising people to break the silence around the scale and impact of pregnancy complications and baby loss, raising society's awareness and understanding of the issues to drive change, including among those communities most affected.
- Campaigning for better care and support that improves and saves babies' lives, amplifying communities' and partners' voices and putting people with lived experience at the heart of our activity.
- Working with our supporter community to grow income so we can increase the funding available to reduce pregnancy complications and save babies' lives.

Enablers → the capabilities we'll need to deliver our goals

We will better understand our impact to drive change.

We will develop our impact approach, including a theory of change and a measurement framework, at the outset of this strategy that allows us to learn from successes and failures. We will continually make use of insight to make sure our impact is as significant as possible. We will also put in place longer-term planning, monitoring and evaluation processes.

We will take an agile approach to growth and innovation including using data, insight and digital more effectively to generate impact.

We recognise the importance of digital tools for expanding the reach of Tommy's support and research. We will adopt a 'digital alongside' approach that sees digital tools used to complement offline support. We will maximise the value of data and technology in informing our own research, services, wider provision and care.

We will build an expert, representative, and passionate team.

We will ensure that the Tommy's team incorporates the representation, expertise and passion required to shift the dial on our vision. As well as strengthening our staff and board, we will also convene researchers, communities and practitioners to build understanding and deliver impact. We recognise the interconnection of our strategic goals and as such will break down silos within Tommy's and build collaboration with organisations that bring representation and expertise we do not have.

We will grow our reach, engagement and income so that we can achieve more impact.

We will significantly grow our supporter community, by making sure more people understand the impact of pregnancy complications and loss. We will engage new and existing supporters by showing how we make a difference to create long-term fundraising and advocacy relationships. We will adopt a test and learn approach to our communication and fundraising, developing our understanding of how to reach and engage with existing and new audiences.

A photograph showing a woman on the left wearing a colorful patterned headwrap, holding a baby in a blue jacket. On the right, a doctor in pink scrubs, a white surgical cap, glasses, and a white face mask is examining the baby's hand. The background is a plain wall. The image is overlaid with a large magenta semi-circle containing text.

Not every pregnancy has
a happy ending.

**Which is why we're here to
save babies' lives.**

Tommy's leads research to help
stop baby loss and make pregnancy
and birth safe – for everyone.

Find out more:
tommys.org

Support our lifesaving work:
tommys.org/donate



We research. We support. We care.

#TogetherWeCan



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