

Greater Manchester
and Eastern Cheshire
Strategic Clinical
Networks

**Achievements
2017-18**



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and Eastern Cheshire**
Strategic Clinical Networks



Contents

Foreward	2
Introduction	3
About the GMEC SCNs	4
2017-18 achievements at a glance	5
Mental Health Network programme	6
Maternity network programme	10
Dementia network programme	12
Diabetes network programme	14
Frailty network programme	15
Palliative and End of Life network programme	16
Cardiac network programme	18
Children and Young People network programme	19
Patients, carers and public	20
Events	21

Foreword

It continues to be a privilege for us both to lead the SCNs' work across Greater Manchester and Eastern Cheshire. The commitment our clinical leaders show and demonstrate on a daily basis is truly inspiring, working across geographical boundaries, striving to deliver improved care for patients. We have some great clinical system leaders who recognise the SCNs' strength in working across integrated teams to achieve the best care for our patients.

Endorsement should also be made to the fantastic support team that works alongside our clinicians ensuring the behind the scenes work runs smoothly.

Thank you for your continued support to the SCNs.



Julie Cheetham,
Associate Director, SCN



Peter Elton,
Clinical Director, SCN

A close-up photograph of a hand placing a wooden block on top of a stack of other wooden blocks. The blocks are light-colored wood, and the hand is positioned at the top left, with the thumb and index finger visible. The background is a plain, light color.

Introduction

The past 12 months have been a successful and significant year for the Greater Manchester and Eastern Cheshire Strategic Clinical Networks (GMEC SCNs).

As devolution has evolved, the SCNs' unique position in the regional health world as an independent clinical voice and experienced engager for the Greater Manchester Health and Social Care Partnership (GMHSCP) has seen its role become increasingly important and influential, helping to shape many of the innovative new policies which will improve services for millions of people across GM.

Highlights this year have included many firsts for GMEC SCNs; diabetes clinical best practice strategy, maternity implementation response to Better Births, first engagement in frailty, a dementia clinical engagement programme with the localities, mental health programmes for adult and young people including perinatal and the faith conference, creating links with important and diverse parts of our community.

Our Network clinicians have also been instrumental in developing and leading the Manchester Resilience Hub which was set-up in the aftermath of the Arena attack in May 2017 to manage the psycho-social mental health impact on people and professionals who were there that night.

Our teams are incredibly proud of what they have achieved for patients across GM. Thank you to everyone who has worked with us to create these improvements.

And as we look ahead to 2018-19, our vision continues to make the health and wellbeing of local people, and the care they receive, comparable with the best in the world.

About the Greater Manchester and Eastern Cheshire Strategic Clinical Networks

GMEC SCNs were established in April 2016, following a reorganisation of the former Greater Manchester, Lancashire, South Cumbria and Cheshire & Merseyside SCNs, to provide clinical leadership and advice to improve health and care services in GM. The establishment of the GMHSCP provided an opportunity for the SCNs to play their part in supporting and delivering the “Taking Charge” plan.

The SCNs are supported by the GMHSCP within its quality directorate.

The SCNs work in partnership with commissioners (including local government) to support their decision making and strategic planning. Working across the boundaries of commissioners, providers, patients, carers and voluntary organisations they strive for improvements in the quality and equity of care, reduction in unwarranted variation in care, and improved health and care outcomes for their patient population.

Led by an associate director and a clinical director, with strong involvement from patients, carers and members of the public, the SCNs connect commissioners, providers, professionals, patients and the public

across condition/disease pathways of care to:

a develop best practice and innovation

b measure and benchmark quality and outcomes and

c drive quality improvement

GMEC SCNs focus on key condition/disease areas of national and local priority. In 2017/18 these were centred around cardiovascular disease, maternity, children and young people, perinatal mental health, children and young people mental health, adult mental health, dementia, frailty, diabetes, palliative and end of life care, as well as patients’, carers’ and public engagement: they provided strategic direction, enabling clinical leadership, and brought the voice of the service users, carers and the public to shape evidence-based pathways and models of integrated care. The cancer network, which had been one of the networks within the SCNs, is now encompassed within Manchester Cancer and GM Cancer Vanguard.

2017-18 achievements at a glance

Pivotal role in coordinating mental health help and support following the Manchester Arena attack.

Creation of the Frailty Collaborative

Developed the GM Maternity Implementation Plan to support Better Births recommendations

Successful Art of Dying Exhibition

Established an Early Intervention in Psychosis task and finish group to support CCGs and Provider Trusts

Facilitated the Children and Young People Health and Wellbeing framework

Major player in the formation of the rapid access to coronary angiography (RAACS) project - ensuring patients get help faster

Launch of Dementia Interactive Care Pathway

Drafting of the diabetes clinical best practice strategy

Delivered the first ever GM Faith Conference

Establishing 12 GM standards of care delivery across ADHD services

Relaunch of the Children and Young People Network

Unique role as engager highlighted with 2,500 people attending 24 events

Facilitated the launch of the Borderline Personality Disorder group to develop GM Standards for BPD

Mental Health Network programme

Psychosocial emotional wellbeing support offer following the Manchester Arena attack

The Network played a pivotal role in coordinating the development of evidence-based advice for people (adults, children, young people and professionals) affected by the aftermath of the bombing.

The SCN, led by the GMHSCP and the Greater Manchester Combined Authorities (GMCA), acted as the conduit between Gold Command and the multi-agency group, developing the clinically-led mental health offer. The Network supported the production of the weekly situation report and ensured that senior managers in all trusts were involved in establishing an effective partnership.

The GMHSCP, supported by commissioners, went on to develop and commission a Greater Manchester Resilience Hub that has continued to provide support for those affected by the bomb, and will do until at least June 2020. Almost 3,000 people from around the country are now registered with the Hub.

The SCN mental health clinical leads, advisors and support staff were members of the core group that set up the Hub and remain members of the Hub's Partnership Board and research and evaluation team. Additionally, a member of the SCN team has been seconded to the Hub as a project development manager since its formation.

Feedback from a service user from Manchester Resilience Hub:

“ Thank you again for your concern and I think that the support you are giving to the people whom attended or have been affected by this awful event shows just how much people do care and you are doing a marvellous job for those who need it. ”

Extending the Network across the wider system

The SCN has extended the numbers of clinical advisors able to provide subject matter expertise for a number of programmes which over the next three years will transform Greater Manchester's Children and Young Persons' mental health services.

Crisis Care

The team has been heavily involved in the development of GM's Children and Young People Crisis Care Pathway and securing funding to implement a three-year service development programme that will result in improved access to mental health services.

#GMiThrive

As part of plans to improve emotional wellbeing and mental health services for GM's most vulnerable children and young people, the clinical network is leading a multi-disciplinary task and finish group that will develop a THRIVE informed care pathway.

Service user involvement

Working with key partners YoungMinds, 42nd Street, Youth Support and Youth Mental Health Matters, the Children and Young People mental health quality improvement team is developing the voice of young people to create a young persons' mental health reference group and a children and young people mental health participation strategy.



Prince Harry meets members of the SCNs team during his visit to the Arena attack Hub.



Attention Deficit Hyperactivity Disorder (ADHD): A road map to excellence

In November 2017, the team had its first GM-wide ADHD service improvement workshop that involved more than 60 stakeholders from across different disciplines, including education, voluntary sector and commissioners. It also launched our range of videos, to be used in workshops and training, as well as updated guidance and review of local offer pages for each borough.



Engagement in progress at the ADHD workshop

Feedback from attendee:

“ There was a real buzz and energy in the room, and not a single spare chair! Having so many people from across the system really demonstrates people’s enthusiasm to improve ADHD services. ”

Perinatal mental health

The Network was successful in securing funding which will enable around 1,700 more women each year to receive support for perinatal mental health.

The new Specialist Perinatal Community Mental Health team (CMHT) will be introduced across GM in a phased approach involving three clusters, with the anticipated full roll out by 2021 provided by Greater Manchester Mental Health NHS Trust.

There were also three specialist perinatal mental health forums for the GM perinatal mental health workforce.

These received excellent feedback:

“ Many thanks to you all for this wonderful event. Truly inspirational professionals are clearly working in this area. ”

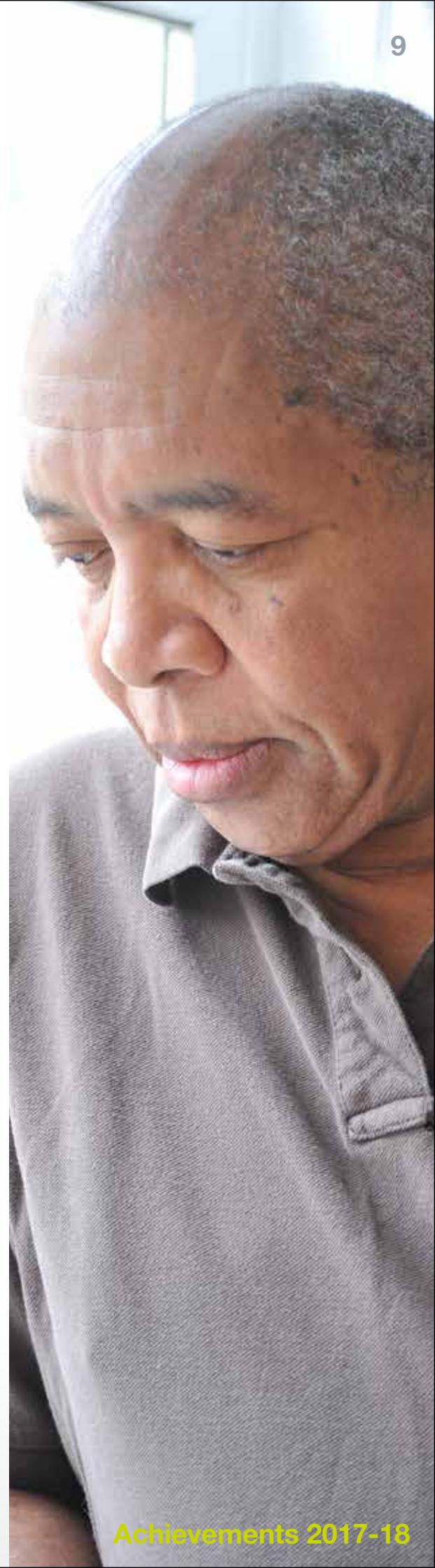
“ Thoroughly enjoyed today’s forum – very insightful and well organised. Installed ambition for future CMHT care coordinator posts. Getting a well established community together of different professionals with the same passion. Looking forward to the next event. ”

Adult Mental Health: Early Intervention in Psychosis (EIP), Improving Access to Psychological Therapies (IAPT) and Borderline Personality

The GM Early Intervention in Psychosis Steering Group, led by the SCN's Clinical Lead Professor Paul French, regularly monitored EIP data and noticed a sharp increase in the numbers of referrals and First Episodes of Psychosis being treated in services. A task and finish group was established to identify issues and solutions by engaging with commissioners and providers from across Greater Manchester. Clinical guidance and suggestions for new workforce models have been produced and the group is now tasked with the next stage of enabling implementation of these.

Following a number of Black Asian and Minority Ethnic (BAME) IAPT workshops across Greater Manchester in March 2017, a shared learning event was held in May 2017. This brought together many statutory, voluntary and community sector IAPT providers and BAME groups who had a common interest in addressing the needs of BAME people with anxiety disorders and depression. At the event a report of the workshops was launched which contained a number of recommendations that could be adopted in order to improve access and recovery rates in IAPT services for BAME groups.

After one of the Network's lived experience volunteers highlighted a need to develop provision for people with borderline personality disorder (BPD), a GM BPD Steering group was launched, co-chaired by the Partnership's SRO for Mental Health, Warren Heppolite and Marsha McAdam, the expert by experience.



Maternity network programme

New implementation plan

The Maternity team has helped shape a new implementation plan which will raise standards for pregnant women and their families across the region.

The plan was created for the GMHSCP and is in response to the Government's Better Births Initiative.

The aim is for services in the region to be comparable to the best in the world, increasing safety of maternity services by reducing stillbirths, neonatal deaths, brain injuries and separation of babies from mothers. It will also increase continuity in care and genuine informed choice for women and their families and aim to reduce variation in GM.

**Eileen Stringer,
Midwifery Clinical Lead, said:**

“ We are confident this strategy will raise standards for mothers across Greater Manchester, giving them more choice and better care. ”

The plan, which has been compiled in collaboration with Maternity Voices Partnership, commissioners, providers, universities and public health, is expected to be launched in spring/summer 2018.



Natalie Qureshi and Cathy Brewster, from GMEC Maternity Voices Partnership Network, said:

“The Greater Manchester and Eastern Cheshire Maternity Transformation Strategy provides a platform for fundamental changes to the way maternity care is developed and delivered.

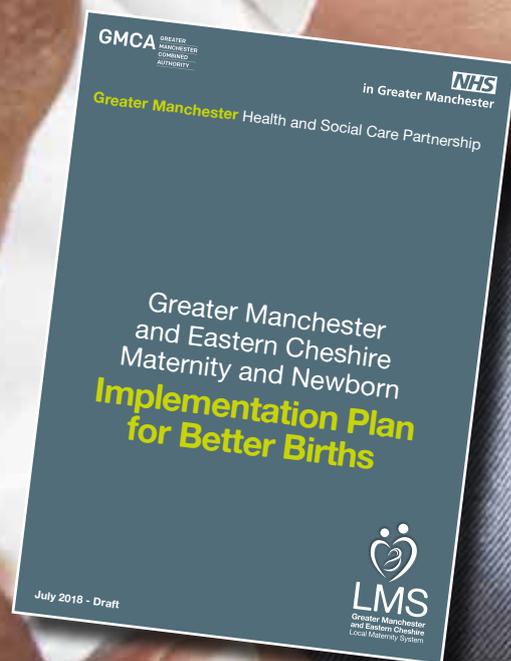
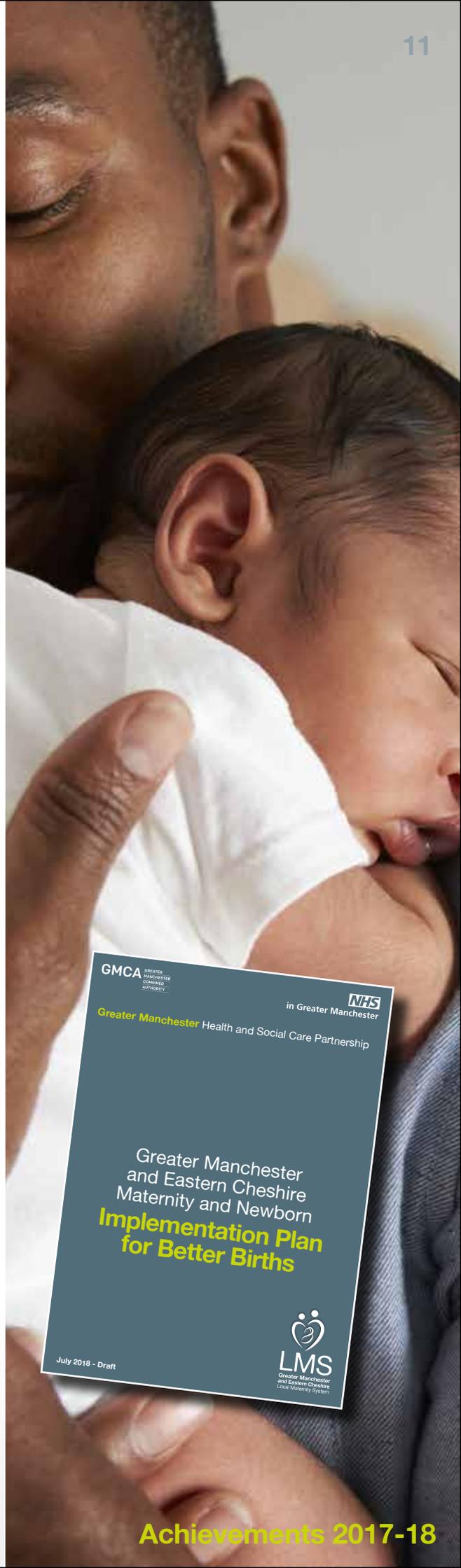
“We have really enjoyed working with the Strategic Clinical Network and they have embraced the challenge of co-production with women and their families in the development of the strategy.

“The next challenge is putting the policy into practice and ensuring the voices of women and their families remain central in the forthcoming work.

“Maternity Voice Partnerships will be a great way to listen to those voices.”

Reduction in tears

The maternity team supported the reduction in the prevention of 3rd and 4th degree tears, by working with trusts to highlight relative incidences, identify best practice and then share this across GM. Associated with and likely to be a consequence of these interventions, the incidence of these tears has fallen across GMEC and in most trusts since 2015.



Dementia network programme

Dementia Interactive Care Pathway Toolkit

It has been a very busy and successful year for the Dementia Network, with one of the most important pieces of work being its involvement in an interactive care pathway toolkit in collaboration with the University of Manchester.

This integrated pathway will help clinicians understand the route a person with dementia could follow to receive appropriate care. It will support the decision-making process to help understand which therapy the person should receive and then enable clinicians to understand the process for referral. The framework can be customised for any locality.

World Delirium Awareness Day

The team was involved with World Delirium Awareness Day in March 2018 at Salford Royal Hospital to raise awareness and launch a GM wide collaboration. This included contributions from primary care, secondary care, care homes, commissioners, personal accounts and a short film produced by Salford Royal and the SCN. Delegates also spoke with NHS Digital about delirium blueprinting that could facilitate an electronic pathway for delirium screening, diagnosis, management and recording.

Dr Ross Overshott, Consultant Liaison Psychiatrist, Greater Manchester Mental Health NHS Foundation Trust, said: “Today is a fantastic event for raising awareness and to help people think of delirium immediately”.

Dementia Diagnosis Rates:

The Dementia team is helping to reduce variation in diagnosis rates across GM.

Localities in GM consistently achieve above the national ambition of 66.7% for dementia diagnosis rates, but the Network team wanted to try and see this level across the region.

The team performed qualitative interviews with four GM localities which informed a diagnosis guidance document. This describes what techniques work well and less well in implementing a strategy for increasing diagnosis rates by CCGs and lessons learnt.

Collaborative working between Dementia United and the SCN

The Dementia team joined Dementia United in visiting the 10 GM localities at the end of 2017 to find out about great work, identify challenges and where localities could work collaboratively.

The knowledge captured from these visits and associated follow ups will inform the Dementia United work plan for 2018-2022 and through this the SCN will continue to work collaboratively.

Dr Emma Vardy, Consultant Geriatrician and one of the SCN clinical leads for Dementia, said:

“It has been inspirational to hear about some of the fantastic projects happening across the GM region to help people with dementia and their carers.

“It has also been beneficial for the team to have an overview of all the activity across the localities and identify areas of best practice that are positively influencing the lived experience of dementia.”

My Greater Manchester Delirium Pledge



Attendees at the World Delirium Awareness Day event make their pledges.

Diabetes network programme

New diabetes framework

The SCN has played a major role in shaping 'Tackling Diabetes Together', the ground breaking GMHSCP diabetes framework which will make a difference to 160,000 people with diabetes living in Greater Manchester.

It articulates a model of improved services which will improve care, reduce variation and encourage better self-management.

This exciting initiative is the first time that the diabetes care system has come

together across the whole of GM to try and develop and agree a comprehensive and consistent strategy for improvement. It was published at the end of 2017 and is expected to be introduced in 2018.

Stephen Ryan, Head of North for Diabetes UK, said:

“ I welcome the opportunities which thinking about providing diabetes services can bring. It's vital that we help communities engage in this process to both support people with diabetes and help in the challenge of preventing Type 2 diabetes. ”

The SCN has coordinated the roll out of the Healthier You programme in GM which has the potential to prevent 5,000 people in Greater Manchester developing diabetes every year. People are invited to join this national education programme which supports them to change their lifestyle. Healthier You is not a fad diet or exercise class, but employs trained coaches to help people to make small but sustainable changes.

People soon experience the benefits:

“ My energy levels have shot up- I'm definitely more energetic since starting Healthier You ”

Luis

“ I feel totally different! I watch what I eat and I'm more active. I feel really supported ”

Alma

“ It isn't such a drastic thing to do, it's just about cutting down and watching what you do ”

Dave

Frailty network programme

Launch of new collaborative

A Network success from 2017-2018 has been the formation of the GM Frailty Collaborative.

Through a new programme of work, the Collaborative and the SCN aim to articulate a vision for “best in class” services across GM for frailty treatment and care through a first ever GM Frailty Charter.

The programme has been initiated by the GMHSCP and the SCN will provide overall programme management.

The GM Frailty Charter will be published in autumn 2018.

Working with GM partners across the health and care system, the programme will promote the identification of frail or pre-frail patients, outline a broad range of frailty interventions and devise a robust care plan with a view to developing an effective frailty pathway.

Dr Sally Briggs, Consultant Geriatrician at Manchester Foundation Trust and clinical advisor to the new GM Frailty Collaborative, said:

“ Frailty is a condition which affects a wide range of people and not just older people. Fortunately, if we can identify the people who need help, we can often improve their quality of life with treatments like strength and balance training, which could prevent falls. ”



Palliative and End of Life network programme

Train the Trainers Programme for Advance Care Planning and Difficult Communications

The SCNs, in collaboration with Health Education North West, commissioned four Education Hubs, which have successfully bid for funding to improve the skills and confidence of frontline staff delivering end of life care.

A cascade training model, developed by The North West Coast Learning Collaborative, is being used which will see facilitators delivering one day courses to 800 staff in each Hub location. To date, 70 facilitators have been trained.

The project aims to enhance the skills and confidence of the workforce to deliver end of life care in all settings and to be able to support advance care planning (ACP), using enhanced communication skills. Evaluation to date is extremely positive.



Tony Bonser - Dying Matters Trustee, said:

“ Best event of the year, indeed ever as far as I’m concerned. Brilliant organisation and a true team effort. ”



Erin is a seven year old girl who submitted a piece titled 'Loss of Daddy'. Erin's mum Gaynor wrote:

“ Dear all, thank you for a fantastic presentation night for Art of Dying. Felt blessed to be part of the night with Erin getting her lovely award which as I write is at her school to show friends there and teachers that supported her. Her Dad would be so happy that after death there are voices out there making future deaths the best for the person and their families. ”

Dying Matters – ‘The Art of Dying 2017’

During National Dying Matters Week 2017 the palliative and end of life care support team successfully promoted a campaign called the Art of Dying to encourage people in GM to talk more openly around the subject of death, dying and bereavement.

The GMEC SCN encouraged localities to submit works of art to an online gallery (see left), where the public could view and vote for their favourites. The website received **14,607 votes**, making this the most successful reaching campaign for Dying Matters that the SCN has delivered. Around 180 pieces of art were submitted.

To engage further with the community, the 10 artists receiving the most votes on the website were invited to display their art alongside a large canvas that each locality had created at the prestigious Whitworth Art Gallery on May 11th 2017.

There were **1,277 visitors** to the Whitworth Art Gallery ranging from the general public to those working in health and social care, police officers and the artists with their friends and family.

Cardiac network programme

Rapid Access to Coronary Angiography Project and Out of Hospital Cardiac Arrest Steering Group

The SCN has helped develop a leaner process to help heart patients get the appropriate treatment they need faster.

The rapid access to coronary angiography project (RAACS) will ensure all patients with non-ST elevation myocardial infarction (NSTEMI) have an angiogram within 24 hours of their first medical contact. This will enable primary angioplasty to be offered to a wider group of patients who will benefit from it.

The new pathway, which has been piloted, is being rolled out across GM, advising clinical staff in accident and emergency departments and eventually paramedics.

The benefits to both patients and the NHS overall when the project reaches all of GM in 2019 will be significant.

The SCN also provided leadership for the formation of the Out of Hospital Cardiac Arrest Steering Group, which aims to save the lives of people across GM.

The project managed establishing the group, which has created and agreed effective and consistent pathways of care for patients who suffer a cardiac arrest outside hospital.

The pathway prescribes what should happen from the point of resuscitation to management within designated treatment centres at Manchester Royal Infirmary or Wythenshawe Hospital.



Children and Young People network programme

Children's Health and Well-being Board support

The SCN has supported the Children's Health and Wellbeing Board (CHWBB). It held its first meeting in May 2017, focusing on avoidable admissions for children with long term conditions such as asthma, epilepsy and diabetes.

The group has since produced harmonised clinical pathways and standards for GM for diabetes and epilepsy, with asthma guidelines due soon. These will be rolled out in 2018-19 to improve services for children.

Further meetings of the board have discussed Education and Health Care Plans (EHCPs) for children with special educational needs or disability (SEND), physical health, wellbeing and resilience and transition from children's to adult services.

These meetings have led to increased work on personal care budgets, the SEND network and electronic children's health passports in conjunction with the GM commissioners and 10 local authorities.

The physical health, wellbeing and resilience session has resulted in a pilot for the Child and Adolescent Mental Health Services (CAMHS) programme, working in schools across GM and launched in February. A toolkit is being developed for schools to improve physical health by increasing activity levels for children. It will be rolled out in 2018/19.

The meeting on the transition from children's to adult services produced a charter on how to complete transition comprehensively for all children, no matter what condition or multiple conditions they may be affected by and continuing to provide high quality care in adult services.

The Children's Health and Wellbeing Framework will be launched in May 2018.



Patients, carers and public

A successful faith conference was held aimed at improving the well-being of people across Greater Manchester.

More than 150 guests attended the conference in Salford to agree how religious communities can work closely with health and social care leaders to transform lives.

The event was held by the GMHSCP and supported by the Network.

Patients, carers, health professionals and representatives of voluntary groups and different faiths discussed at the Audacious Church, on Trinity Way, what should be included in a Memorandum of Understanding (MoU) – an agreement of how the groups should work in future collaboration. The MoU will be finalised and approved in 2018.

The summit followed last year's Faith in Mental Health and Voluntary Sector Conference. A steering group was set up and has met on a monthly basis to bring the health and faith sectors closer together. There are plans to make the conference an annual event.



Events

The **GMEC SCNs** continued throughout **2017-2018** to highlight their unique role in the **region as an independent voice and experienced engager** with a



series of successful events.

The **conferences and debates** brought together hundreds of **clinicians, commissioners, providers, patients and the voluntary sector** to discuss how services can be improved for the GM population.



A total of **24 events** were held with an estimated **2,500 people** attending them across the region (includes SCNs and GMHSCP events).

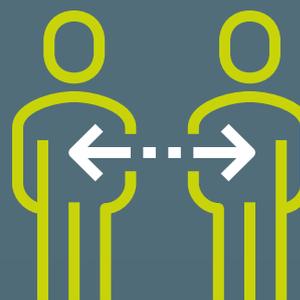


We have engaged with all communities **regardless of age, disability, gender, race/ethnicity, religious belief, sexual orientation and socio-economic background**,

ensuring those with lived experience and their carers are central to what we do.



We have had **involvement from a wide range of stakeholders**, from primary, secondary and tertiary care, local authority bodies such as Greater Manchester Combined Authority (GMCA), Greater Manchester Police (GMP) and Greater Manchester Fire and Rescue Service (GMFRS), education from primary through to university, the voluntary, community and social enterprise (VCSE) sector and private providers, from arms-length bodies to the pharmaceutical industry and from innovation partners locally **to key decision makers on the national arena.**



**Make a difference,
become a member of the network!**

Would you like to get involved with the GMEC SCNs? We're always looking for clinicians, commissioners, providers, carers and patients to join us and influence programmes of work which will make a real difference to people's lives.

Contact us at

Email: england.gmec-scn@nhs.net