



**Greater Manchester
and Eastern Cheshire**
Strategic Clinical Networks

Greater Manchester and Eastern Cheshire Strategic Clinical Networks tenth anniversary.

Manchester Art Gallery.
Thursday, November 2nd, 2023.

Part of Greater Manchester
Integrated Care Partnership

Our vision statement:

The health and wellbeing of local people, and the care they receive, will be comparable with the best in the world.

ANNIVERSARY

Contents

Foreword	4
Welcome	5
A word from our supporters, the Royal College of Physicians of Edinburgh/Today's guest speaker, Steve Head	6
A brief history of our Networks	7
Proud to support our clinicians	8
Celebrating our Networks!	10
- Children and Young People	10
- Cardiovascular	11
- Palliative and End of Life Care	12
- Frailty	13
- Diabetes	14
- Maternity	15
- Respiratory	16
- Neurorehabilitation & Integrated Stroke Delivery	17
In remembrance	18

Foreword from our chief medical officer



Professor Manisha Kumar
Chief medical officer
NHS Greater Manchester

Clinical governance is “a system through which NHS organisations are accountable for continuously improving the quality of their services and safeguarding high standards of care by creating an environment in which excellence in clinical care will flourish”.

The ‘classical’ definition of UK clinical governance (Scully and Donaldson) appeared on the eve of the 50th anniversary of the NHS in 1998.

2023 will see both 25 years of clinical governance in use in the NHS, as well as the NHS reach its 75th anniversary. It feels apt today to acknowledge the critical role of strategic clinical networks as the Greater Manchester and Eastern Cheshire Strategic Clinical Networks (GMEC SCNs) marks its 10th anniversary.

The last 18 months have seen the move to integrated care systems. Part of our strategy as the Greater Manchester Integrated Care Partnership is the delivery of evidence-based excellence in clinical care – to everyone – everywhere in Greater Manchester.

This is why the work of the GMEC SCNs is so important today – as it has been over the past decade.

At today’s event, we will hear about some of the great work which has made a real difference to the health and wellbeing of thousands of people.

New pathways, new technologies, frameworks, and strategies to drive improvements and reduce variations in the standards of services across localities; the GMEC SCNs, led by clinicians, have driven these changes and raised the bar in many places.

Our SCNs team is critical to how we develop clinical excellence across Greater Manchester. We are working together to design how clinical strategy supports delivery working alongside partners.

How we measure outcomes from the perspective of people – and feed back into research and innovation to continually drive forward better care.

Looking forward I would like to see the Networks more visible in the system, from neighbourhoods to boardrooms, improving the understanding of their work and allowing decision-makers to draw on their skills and experience.

I’m confident the current working arrangements in Greater Manchester will encourage this to happen.

Enjoy the event.

Manisha

Welcome



Julie Cheetham
Director



Dr Peter Elton
Clinical director

Clinical networks take time to mature. This gives a special significance as the Greater Manchester and Eastern Cheshire Strategic Clinical Networks reach their 10th anniversary.

The passage of time has enabled us to build trust amongst clinicians, so they know their priorities count; they can influence the way services develop; and they will be supported to make changes to clinical practice to improve their alignment to the evidence.

We believe that networks, for all important clinical areas, should be an integral part of the health services infrastructure. It is a vital component of any clinical engagement.

The Networks have managed to express an independent clinical voice while paying due attention to national and regional priorities.

Today, we will both look back on our many successes and consider our way forward.

Thank you to our brilliant clinicians who have driven these changes. We are incredibly proud of your work, especially the way the Networks continued to introduce changes and shift their focus during the darkest days of the pandemic.

Thank you also to our super support team, which has helped to make the initial ideas become a reality, and to people with lived experience of being patients, who have played a very important role in shaping the changes.

And, finally, thanks to all of you who are joining us today at Manchester Art Gallery to reflect on a decade of work which, we believe, has made a real difference to the lives of thousands of people in the region.

Best wishes
Julie and Peter

Today's event is kindly being supported by the Royal College of Physicians of Edinburgh



Quality Governance Collaborative (QGC) director Michael Deighan and QGC associate Fiona Aitken write about the work of the organisation.

The Royal College of Physicians of Edinburgh QGC was established to develop quality governance thinking and specifically to encourage the application of governance at both board and clinical level.

The strength and drive behind this programme was to realistically and robustly ensure that clinical issues are more prominent on boardroom agendas, understood by boards and influenced by clinical decision makers in the organisation.

The RCPE QGC works with professionals from both clinical and multidisciplinary settings, and in particular promotes this professional clinically focused agenda through its Quality Governance fellowships – both nationally and internationally.

The QGC is an independent, neutral, non-governmental body committed to a new approach to governance in health and social care.

We bring together multi-professional groups, developing national and international collaborations that aim to highlight issues and improve the practice of quality governance.

Healthcare boards should be under no illusion that this is a hard agenda to deliver on and fulfil, but with the correct focus, voices and appropriate professional disciplines involved a stronger clinically based organisation with patients at the centre of the thinking can be achieved.

Professor Michael Deighan
FRCPE

QGC director

Fiona Aitken
QGC associate



Introducing today's guest speaker.

Steve Head is a full time speaker, inspirational trainer, coach and author.

Steve created the Steve Head Ltd speaking and coaching company following 18 years' experience in the field of business management, people leadership and product marketing and training.

His knowledge and skill take a broader spectrum when taking into account his 22-plus years' experience as a top sports coach. He is currently coach to the England Wheelchair Rugby League squad.

Over the past 21 years Steve has delivered more than 3,500 sessions in the UK and Europe to help organisations, teams and individuals, many of them from the NHS, deliver sustained personal, team and business success, and is now one of the most sought after speakers in the UK.

A brief history of the Greater Manchester and Eastern Cheshire Strategic Clinical Networks

2013-2016

Greater Manchester, Lancashire and South Cumbria Strategic Clinical Networks established. Networks include maternity, cardiovascular (incorporating cardiac, stroke, vascular and renal networks), cancer, neurorehabilitation, mental health, child and adolescent mental health services, diabetes, children and young people and palliative and end of life care.

2014

SCNs' agreed vision statement that "the health and wellbeing of local people, and the care they receive, will be comparable with the best in the world".

2015

Health and social care devolved to Greater Manchester in landmark agreement.

2016

SCNs' geographical coverage changed, creating the Greater Manchester and Eastern Cheshire Strategic Clinical Networks. Perinatal Mental Health Network is launched.

2017

SCNs play a role in the response to the Manchester Arena terrorist attack. The Greater Manchester Frailty Collaborative is launched. SCNs take responsibility for the new Local Maternity System (now the Local Maternity and Neonatal System).

2018

Respiratory Network established. Children and Young People and Cardiovascular Networks reinvigorated.

2020

SCNs support clinicians during the pandemic, including leading on the design and roll out of long Covid services.

2021

Two networks combine to create the Greater Manchester Neurorehabilitation and Integrated Stroke Delivery Network.

2023

The Networks mark their 10th anniversary with a renewed commitment to improve services for people in our city region with clinically-led pathways, strategies and programmes.

Proud to support our clinicians

Our support team plays a hugely important role in the success of our Networks. They take the ideas of our clinicians to improve services for patients and turn them into reality.

Here, some members of the team tell us about why they are proud to work for us, or which element of their work they have found the most rewarding.



"The most rewarding part of my job has been working with teams at maternity units on new programmes and seeing a positive change in statistics, meaning we are making a big difference to people's lives."

Sarah West
Maternity Network



"It is a privilege working with the SCNs and supporting the palliative and end of life care work. I am proud that Greater Manchester always prioritises palliative and end of life care and developed the Greater Manchester Palliative and End of Life Care Commitments."

Elaine Parkin
Palliative and End of Life Care Network



"I'm most proud of showcasing the sensitive work we do in communicating with our communities. The 2017 Greater Manchester Dying Matters event at The Whitworth shone a light on thoughts and feelings about death, dying and bereavement via the medium of art, from citizens all across the city region."

Shelley Cunliffe
Palliative and End of Life Care Network



"Working with the GM pulmonary rehabilitation collaborative has been my highlight. We rebranded pulmonary rehabilitation to "keep active, breathe better" and developed a website, leaflets, posters and patient information videos to widen access, improve referral rates, sell benefits of PR and reduce inappropriate referrals."

Alex Pegg
Respiratory Network



"I'm proud of the continual engagement with interested parties across the whole health and social care pathway especially with those from VCSE organisations, community interest companies, SMEs and innovation partnerships to facilitate the sharing of best practice and innovations. Always ensuring patients, carers and members of the public are at the heart of all we do."

Michelle Davies
Events and engagement



"Over 12,500 people in GM (and climbing) now access their GP diabetes data readings via Diabetes My Way along with tailored support resources and are able to better self-manage their condition. This means improved outcomes and experience, reduced complications and hospital admissions, and more efficient healthcare, which is something I'm very proud to have helped happen."

Ewan Jones
Diabetes Network



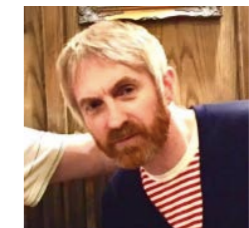
"Organising, developing, and delivering a diabetes awareness session at Manchester Deaf Centre with BSL interpreters was a highlight for me. Following on from this session, we commissioned a pilot to adapt current structured diabetes education provisions to meet the needs of the deaf community."

Jenny Schofield
Diabetes Network



"I am most proud of The Six Steps to Success programme for care homes. It enhances end-of-life-care for residents through facilitating organisational change and supporting and educating staff. It is used widely across England and Wales with a strong evidence base to demonstrate its effectiveness."

Lynne Partington
Palliative and End of Life Care Network



"The SCNs are the hardest-working, highest-achieving and friendliest team I have worked for. All the Networks make a big difference, something which was brought into sharp focus when they supported clinicians during the Covid-19 pandemic, adjusting quickly to the unprecedented challenge to help maintain the best services possible for patients."

Mark Donaghy
Communications

Celebrating our Networks!

We take a look at how our Networks have improved services for people over the past decade.

Children and Young People Network

One of our first Networks, the Children and Young People team continues to strive to improve the health and wellbeing of our younger population.



Highlights over the past 10 years include:

- Reducing the impact of asthma on the lives of young people, as well as limiting the pressures the condition creates on the health system - a consistent aim over the past decade.
- Making an important contribution to the Greater Manchester Health and Social Care Partnership's Children's Health and Wellbeing Framework, leading on reducing hospital admissions.
- Leading the development of a digital dashboard for children and young people beds across the region, allowing the health system to easily identify pressures or available beds, which was invaluable during the Covid pandemic.
- Raising awareness of the impact speech, language and communication needs (SLCN) can have on a child's life and prioritising SLCN in the forthcoming Greater Manchester Children's Plan.



"A great example of the Network's influence can be seen with the two stakeholder forum events led by the Network on Connecting Care for Children and on integrating the NHSE Core 20 plus 5 Framework for children and young people.

"They both illustrated professional and user engagement/participation across a wide community, working to improve our services and meet the needs of our children and families in ways that matter to them."

Dr Carol Ewing
the Network's clinical advisor

Cardiovascular Network

Our clinically-led cardiac programme has been with us since the beginning and has been reinvigorated in recent years.



"The Network has played a vital role in significantly enhancing cardiac services across the region. Through collaboration, service reconfiguration, technological advancements, and patient-centred initiatives, the Network has made substantial improvements in access, quality and outcomes of cardiac care, ultimately benefiting the local population."

Dr Farzin Fath-Ordoubadi
clinical lead
Cardiovascular Network

The improvements the Cardiovascular Network has been involved with, include:

- Developing improved cardiac pathways aligned to NICE standards, so patients receive accurate and timely diagnoses, increasing the chances of survival and improving the quality of life for many people.
- Working with the Greater Manchester Neurorehabilitation and Integrated Stroke Delivery Network on the BP@Home programme, distributing blood pressure monitors to patients.
- The Greater Manchester Heart Failure care plan, promoting self-help for patients and reducing avoidable admissions following a diagnosis of heart failure.
- Increasing the uptake of cardiac rehabilitation, particularly among potentially disadvantaged groups.
- Ensuring early detection and effective treatment of hypertension is at the heart of the Network's cardiovascular prevention workstream, including standardising care.

Celebrating our Networks

Palliative and End of Life Care Network

The Network has played a major role improving services for people over the past decade.



The Greater Manchester Palliative and End of Life Care Commitments document underpins the work of the Network, setting out 12 fundamental standards that people across the region should expect.

Highlights over the past 10 years include:

- The launch of EPaCCS – an electronic tool to help identify people approaching the end of their life, supporting the coordination of care with patients and supporting clinical decision-making.
- Early identification of people approaching the end of life is a Greater Manchester commitment and the Network provided clinical leadership and support to 39 practices to run the electronic EARLY identification tool on GP primary care systems and support the offer of advance care planning.
- In collaboration with the North West Coast SCN, the team updated the 'NW Model for Life Limiting Conditions' and published good practice guidance.
- During the Covid-19 pandemic, the Network co-ordinated education and support for staff delivering palliative and end of life care.
- Marking Dying Matters Awareness Week each year. Embracing the use of the arts in 2017, the Network presented the Art of Dying exhibition at the Whitworth Art Gallery.



“We are truly inspired by the dedication of our palliative and end of life colleagues working across health and care, hospice and the voluntary sector, supporting people to live well until they die.”

Dr David Waterman and Dr Liam Hosie
clinical leads

Clinical leads and advisors: Dr David Waterman, Dr Liam Hosie, Dr Lydia Bowden, Anna Oddy.

Frailty Network

The Network's vision is of a society where people living with frailty will live as well as possible for as long as possible in the environment that suits them.



The Network formed the Greater Manchester Frailty Collaborative, a group of clinicians, providers, commissioners and service users, which developed the 'Framework for Resilience and Independent Living', a document which contains agreed proposals for Greater Manchester-wide frailty standards to be implemented across the region to improve care.

The work of the Frailty Network has included:

- Forming the Frailty Care Reference Group (FCRG), with clinicians and care professionals working together to improve services and outcomes for people.
- Working as a member of the Greater Manchester Ageing Well Steering Group, helping to review local services across the 10 Greater Manchester localities to support development of services and reduce variation in its standards.
- Developing intelligence to better understand health inequalities that exist in the city region. Findings show that certain ethnic groups and those living in deprived areas are more at risk of severe frailty.



“There is much to do but our ongoing strength lies in our collective shared purpose and commitment to enabling better ageing for all.”

Professor Martin Vernon
clinical lead

Clinical leads and advisors: Professor Martin Vernon, Dr Saif Ahmed.

Celebrating our Networks

Diabetes Network

Local clinicians come together in the Diabetes Network to combat the harm of the condition, which has increased by a third in the last five years. It is estimated there will soon be 200,000 people living with diabetes in Greater Manchester.



The foundation of its success has been the Greater Manchester Diabetes Strategy, launched in 2018 and refreshed in 2022. The strategy focuses on four key areas of service delivery: prevention of diabetes, control of diabetes, prevention of complications and additional risk factors.

At a Greater Manchester level, implementation has focused on a number of key service offers, including:

- Co-ordination of delivery of Healthier You (the national diabetes prevention programme).
- Improved self-management through the innovative Diabetes My Way (www.diabetesmyway.nhs.uk) digital platform.

- Implementation of national support and education offers (DigiBete for children, Healthy Living education app for adults, NHS Digital Weight management programme).
- Coordination of the NHS pathway to remission for type 2 diabetes, which is a free 12-month low-calorie diet programme, under clinical supervision, to support adults living with the condition make significant weight loss.



“I am proud of the way we have worked together to tackle operational and system challenges that have arisen in a strategic and comprehensive manner.”

Dr Naresh Kanumilli
clinical lead

Maternity Network

The Maternity Network has been making improvements for mothers, birthing partners and their families since 2013.



“We are working together to improve equity and equality that will help to ensure that Greater Manchester is the safest place to be pregnant, give birth and start parenthood.”

Dr Akila Anbazhagan,
Eileen Stringer and
Dr Ghazia Saleemi
clinical leads

A long list of impressive work includes:

- The Network’s response to the 2016 Better Births initiative from NHS England, aimed at lowering the rates of stillbirths. By 2022, this plan had helped to produce 81 fewer stillbirths than if the rate was still at its 2015 level.
- Producing the five-year Equity and Equality Action Plan, which aims to reduce health inequalities and improve services for all communities, after research showed there were variations among certain groups. The plan was praised by NHS England.
- A programme which has seen 609 fewer women in total suffering a 3rd/4th degree tear than if the rate was still at its 2015 level, after training and education was rolled out to maternity units.
- The response to the Covid 19 pandemic, which saw the Network support clinicians and patients with weekly calls to heads of midwifery and the Maternity Voices Partnership.

Celebrating our Networks

Respiratory Network

Our Respiratory Network was established in late 2018 to identify the main challenges in respiratory disease and what needed to be done to tackle them.



A respiratory steering group was set up to lead the work that included doctors, specialists, commissioners, patients and public health workers.

Since its launch, the Network has:

- Led on the design, development and coordination of long Covid services, which by March 2022 had assessed more than 3,000 people.
- Worked to improve the quality of local pulmonary rehabilitation services, which help people with Chronic Obstructive Pulmonary Disease (COPD) stay as healthy and active as possible.

- Developed a plan to ensure spirometry – a test used to help diagnose and monitor certain lung conditions such as COPD and asthma – is quality assured and only performed and interpreted by professionals who are accredited.



“We are really proud of the work done so far, and especially during Covid-19 to direct the response to it and then with regards to managing long Covid. There is still more work to be done to address the management of acute respiratory infections and the breathlessness pathway, including diagnostics and management, and pneumonia care.”

Dr Murugesan Raja
clinical lead

Greater Manchester Neurorehabilitation and Integrated Stroke Delivery Network



Some of the Network’s highlights over the past decade include:

- Re-organisation of the region’s hyper acute stroke pathway in 2015 to centralise care to three hyper acute stroke units, ensuring all residents have access to ‘A’ rated inpatient stroke services, including rehabilitation in hospital afterwards.
- Implementation of a 24/7 mechanical thrombectomy service supported by artificial intelligence in March 2022 with more than 150 patients now receiving the procedure each year.

- Development and full implementation of an integrated community stroke service specification which has been adopted as the national stroke model.
- Trailblazed the NHS England Blood Pressure Management @Home programme in Greater Manchester community stroke teams which proved to be highly effective. This is now business as usual for all Greater Manchester community teams.

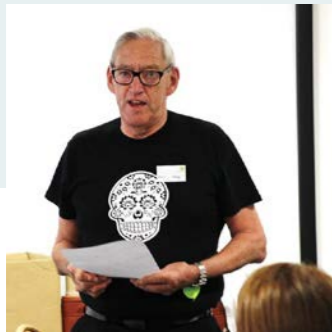


“A strong clinical leadership model at the Network has been critical to our success in the transformation of community stroke and neurorehabilitation services across Greater Manchester.”

Tracy Walker
community clinical director

In remembrance

Since our launch in 2013, we have sadly lost some dear colleagues and friends who have played an important role in our work.



Tony Bonser

Tony was a carer representative who died in December 2022.

He became involved with the Networks following the death of his son Neil.

Elaine Parkin, from our Palliative and End of Life Care Network, worked with Tony for 10 years.

She said: "Tony has been a great inspiration, speaking at many of the Strategic Clinical Network events and representing the North West as the lead for the National Dying Matters campaign."

"Tony's legacy will be long-standing in Greater Manchester, the North West and nationally, by the foundations he has laid in bringing the carers voice into palliative and end of life care."

Tony's wife Dorothy was also involved in this work to make sure the views of families and carers were heard.



Lisa Chadwick

The Greater Manchester Neurorehabilitation and Integrated Stroke Delivery Network was devastated to suddenly lose its administrator Lisa Chadwick last year.

Lisa was appointed when the Networks were established in 2015 and died unexpectedly in October 2022. She embodied the spirit of the Network's "can do" ethos and has left a huge gap in the team.



Professor Donal O'Donoghue

The senate chair for Greater Manchester, Lancashire and South Cumbria, died in January 2021.

Julie Cheetham, the SCNs' director, said we had lost "one of our most honourable clinicians, who with his work with the Senate has played an important role in ensuring that service change is clinically-led, bringing an array of clinical professionals together to check and challenge service proposal".

The Networks' clinical director Dr Peter Elton, said Professor O'Donoghue, registrar for the Royal College of Physicians, was a "remarkable man".

He added: "He combined a detailed understanding of the technical aspects of renal medicine with a wide horizon of the wider determinants of health and the impacts of inequality."



Dr Neil Davidson

Dr Davidson was a consultant cardiologist at Manchester University Foundation Trust, clinical head of the heart and lung division, at Wythenshawe Hospital, and an active member of the Greater Manchester Cardiovascular Network.

Prof Farzin Fath-Ordoubadi, the SCNs' clinical lead for the Cardiovascular Network, said: "He was a visionary – resourceful, optimistic and creative."

"His vision was to make cardiology in Manchester not just the best for our local population, but also both nationally and internationally."



Andrew McCorkle

Andrew was a quality improvement project manager for the children and young people Mental Health Network and supported the development of our ADHD pathways.

He was only with the SCNs for a short period of time, but left his mark as a friendly, approachable and hard-working member of the team.

He sadly died in 2016.



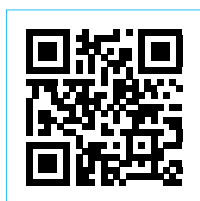
Greater Manchester and Eastern Cheshire Strategic Clinical Networks

Follow us on social media:

 @GMEC_SCN

 Search 'Greater Manchester and Eastern Cheshire Strategic Clinical Networks'

Learn more about our Networks



Read our latest impact report



england.gmec-scn@nhs.net

Greater Manchester and Eastern Cheshire
Strategic Clinical Networks

Floor 4
3 Piccadilly Place
Manchester
M1 3BN