



South East Clinical Delivery and  
Networks (Kent Surrey Sussex)  
**Annual Impact and Achievements  
Report 2019/20**

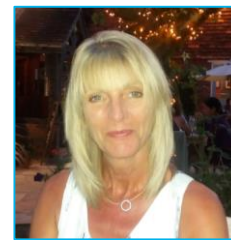
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# Introduction

## Jackie Huddleston, Deputy Director Clinical Delivery & Networks (KSS)



The NHS England and Improvement Joint Working Programme dominated the first half of 2019/20 for the team with initial uncertainty and then subsequent clarity with the resolution of fixed term contracts to permanent and minimal change to structures. Despite this, team morale remained positive with considerable impact and achievements throughout the year with some key deliverables and improvement support outlined within this achievements summary.

The key aim of the SECN team during 2019/20 was the continuation of the implementation and delivery support of the Five Year Forward View and NHS Long Term Plan (LTP) clinical priority programmes at a local level, with a primary focus on maternity, mental health, diabetes and stroke. This was expanded in-year to take on the additional asks for CVD-Respiratory within the Long Term Plan with a key focus on baseline mapping and support of infrastructure development within the systems to ensure capability for delivery is in place.

The SECN team maintained and developed further their close collaboration with the 3 systems of Kent & Medway, Sussex Health & Care Partnership and Surrey Heartlands across the Kent Surrey Sussex geography. This collaboration has taken differing approaches depending upon the requirements of each system including the provision of bespoke quality improvement support on an as required basis in addition to the maintenance of a strategic approach across all three systems.

Towards the end of 2019/20 the Covid-19 pandemic and first surge hit which necessitated a change in working style and approach for all of the team. Some of us, including myself, were redeployed with immediate effect and others transitioned to a cell structure i.e. maternity and mental health, which required a south east wide way of working. I am proud to say that all of the team embraced the new way of working and close alignment with the Hampshire Thames Valley Clinical Delivery & Networks Team and are providing excellent ongoing support to all 6 systems and differing senior leaders from the regional team.

# Cardiovascular, Diabetes, Stroke & Respiratory



## Clinical Leads Overview:

Diabetes Clinical Lead - Dr Roselle Herring

Diabetes Foot Care Clinical Lead - Michelle Stafford

Stroke Clinical Lead - Dr David Hargroves



This year we have been focused on transitioning from the NHS 5 Year Forward Plan to the NHS Long Term Plan. This transition has been reflected in the consultation process to realign NHSEI South East and widening of the Diabetes Clinical Programme to embrace LTP plan commitments to CVD, Stroke, Diabetes and Respiratory. This has also led to welcoming new staff members to the Network team.

Diabetes has become a well established programme of work and has successfully supported the establishment of Diabetes Oversight Groups in each of the 3 STP/ICs, supported by a dedicated Clinical Lead and Manager. Collaboratively, we have worked to ensure that the Diabetes Transformation Funding has been utilised to make service improvements in footcare, diabetes inpatient nursing, the 3 treatment targets and diabetes structured education.

The Stroke Clinical Advisory Group continues to be well attended as a source of support, collaboration and shared practice. A key focus has been supporting review of Stroke Services in Kent & Medway which the Secretary of State is currently reviewing and embedding the new service model in Surrey. Stroke teams are now developing their Integrated Stroke Delivery Networks and submitting plans for national funding support. This year, in partnership with the AHSN, we published a full Spasticity model, underpinned by an economic analysis which has now been utilised to inform national work.

# Cardiovascular, Diabetes, Stroke, Respiratory: Achievements against 2019/20 Deliverables

Abigail Kitt – Head of Clinical Programme, Cardiovascular, Diabetes, Stroke and Respiratory



Deliverable	Achievements
National and STP/ICS programme delivery support	<ul style="list-style-type: none"> <li>• This year we have <b>established our Cardiovascular Programme</b> in line with the LTP and recruited new members to the team.</li> <li>• <b>Established a Joint CVD and Diabetes Working Group</b> of all stakeholders and have held 3 meetings.</li> <li>• The <b>initial development of STP/ICS infrastructure has been developed</b> with clinical and managerial leads emerging and ensuring the links to the already established diabetes programmes.</li> <li>• <b>Undertook a mapping exercise to provide a baseline</b> understanding of delivery support available to STP/ICS Leads and to begin to establish a baseline and the gaps against the LTP deliverables.</li> <li>• <b>Scoping of cardiac delivery support models had started</b> in partnership with specialised commissioning to align the CVD LTP deliverables with the Specialised Commissioning Cardiac Improvement Programme.</li> </ul>
Respiratory	<ul style="list-style-type: none"> <li>• <b>Provided funding support</b> to sustain the clinical leadership of the KSS Respiratory Collaborative run by the KSS AHSN.</li> <li>• Worked with the Respiratory Collaborative to <b>enable the first region to fund and support the accreditation process for all Pulmonary Rehabilitation services.</b></li> <li>• Began to <b>develop the delivery support for the wider respiratory LTP deliverables</b>, in particular establishing links to Cardiac Rehabilitation to support new models for “Breathlessness”.</li> </ul>

# Cardiovascular, Diabetes, Stroke, Respiratory: Achievements against 2019/20 Deliverables

Charlotte D'Alessandro – Quality Improvement Manager

Adrienne Bean – Quality Improvement Manager



Deliverable	Achievements
Cardiac Rehabilitation & Heart Failure	<ul style="list-style-type: none"><li>Worked in collaboration with the British Heart Foundation to <b>develop clinically led Cardiac Rehabilitation (CR) Networks</b> across KSS.</li><li><b>Developed a data dashboard to establish a baseline for current Cardiac Rehabilitation</b> services, to specifically identify and align focused support.</li><li>In the process of <b>establishing a support compendium</b>, to provide STP/ICS with key information, data, shared practice and models to enable the increase in CR uptake in line with the LTP.</li><li>Establishing the KSS service needs to quickly <b>mobilise digital solutions</b> to facilitate improvement in CR uptake.</li><li>Working in collaboration with the KSS Heart Failure Collaborative to <b>submit a funding plan to the National Clinical Policy Unit</b>.</li></ul>
CVD Prevention	<ul style="list-style-type: none"><li><b>Linked with Medway who are forerunners in developing the CVDPrevent Programme</b> to establish shared learning and the KSS support requirements to enable fast roll out of the programme.</li><li>Worked with Public Health England and the National Cardiovascular Intelligence Network to <b>prepare for the roll out of the CVDPrevent Audit tool</b>.</li><li><b>Identified stakeholders to develop a collaborative support package</b> for emerging Integrated Stroke Delivery Networks to enable fast adoption of work to support improvement of Atrial Fibrillation improvement.</li></ul>

# Cardiovascular, Diabetes, Stroke, Respiratory: Achievements against 2019/20 Deliverables

Rebecca Burden – Senior Quality Improvement Lead

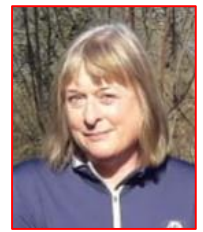


Deliverable	Achievements
Diabetes National and STP/ICS programme delivery support	<ul style="list-style-type: none"><li>• A <b>programme manager, clinical lead and governance has been established</b> in each STP/ICS across KSS region.</li><li>• <b>Facilitated securing and distributing £2.2M Diabetes Transformation Funding</b> across KSS, underpinned with the delivery of a robust assurance programme.</li><li>• <b>Supported and assured all STP/ICS 5 year LTP delivery plans</b> to enable the delivery of the full diabetes work programme and expand to deliver all 4 diabetes transformation workstreams, NDPP and additional LTP ambitions.</li><li>• <b>Enabling the introduction of diabetes STP/ICS self assurance programmes</b> and linking work to wider STP/ICS emerging cardiovascular programmes.</li><li>• Improvement in NDA participation – <b>KSS achieved 99.6% participation of GP Practices</b>, (previously 98.7% in 2018/19).</li><li>• Significant shared practice was provided through <b>publication of quarterly bulletins</b>, workshops and presentations at several national meetings and conferences.</li></ul>
NHS Diabetes Prevention Programme (NHS DPP)	<ul style="list-style-type: none"><li>• Across KSS: <b>22,778 people at risk of diabetes have been referred; 8,476 people at risk received their initial assessment and 75% of GP practices are referring to NDPP.</b></li><li>• <b>All 3 STP/ICSs have successfully secured another 3 year contract</b>, in collaboration with NHSE, starting on the 1<sup>st</sup> of August 2019 to double the capacity for NDPP.</li></ul>



# Diabetes: Achievements against 2019/20 Deliverables

Rebecca Burden – Senior Quality Improvement Lead



Deliverable	Achievements
Diabetes - Structured Education & 3 Treatment Targets (3TT)	<ul style="list-style-type: none"><li>• <b>All 6 Transformation Funded Projects achieved full funding</b> and have performed well and delivered improvements.</li><li>• Achieved coverage of at least 20% in all areas for provision of Flash Glucose Monitoring.</li><li>• We continue to support solutions for improving the commissioning of Type 1 diabetes devices through shared practice and development of collaborative solutions to procurement.</li><li>• <b>Led and coordinated a collaborative test bed application for funding</b> across Surrey Heartlands and Kent to support digital patient education across 2 STPs which, although unsuccessful in receiving test bed funding, has started to be implemented in both systems.</li><li>• <b>All STPs are closely in line with the national average for performance</b> against achievement of the 3TT processes.</li><li>• KSS performs above the national average for attendance at diabetes structured education.</li><li>• Provided support to the national structured education improvement programme working with NHS Digital to <b>improve structured education data collection and inputting into the development of Health Living, the diabetes digital structured education programme,</b> which will roll out during 2020.</li></ul>

# Diabetes: Achievements against 2019/20 Deliverables

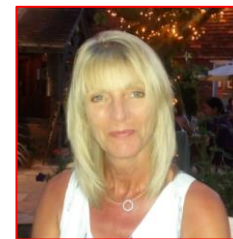
Rebecca Burden – Senior Quality Improvement Lead  
Charlotte D'Alessandro – Quality Improvement Manager



Deliverable	Achievements
Foot Care & Diabetes Inpatient Care	<ul style="list-style-type: none"><li>• <b>Held 3 footcare network meetings and a shared practice event.</b></li><li>• Completed Footcare Peer Review in Sussex and Surrey.</li><li>• <b>Held 3 collaborative consultant diabetologist meetings</b> with Health Education Kent, Surrey and Sussex.</li><li>• <b>Linked with the Trust GIRFT visits across KSS</b> providing information and sharing best practice and supporting integrated working with NHS Improvement.</li><li>• <b>Ran an NDFA webinar</b> for service leads across KSS, providing a forum to identify ways to improve data reporting processes, facilitating discussion with national audit leads, and sharing practice across the region to facilitate improvement and increase participation.</li><li>• Worked with Harms audit leads in all trusts across KSS encouraging participation in the Harms audit (launched in April 2019).</li></ul>

# Stroke : Achievements against 2019/20 Deliverables

Jackie Huddleston – Deputy Director Clinical Delivery & Networks



Deliverable	Achievements
<p>Stroke – Development of Integrated Stroke Delivery Networks (ISDNs) and programme delivery support</p>	<ul style="list-style-type: none"><li>• <b>Led the options appraisal and agreement on the 3 ISDN footprints across KSS and submitted proposals to the national team.</b></li><li>• Exploration of the potential for a Surrey &amp; South West London ISDN footprint with the London region with final agreement on separate network footprints but with shared governance.</li><li>• Oversight of the Kent &amp; Medway stroke review, and delivery of multiple briefings to support conversations with national directors and the Secretary of State in order to progress.</li><li>• <b>Maintenance of the KSS SSNAP and stroke admissions activity dashboard</b> in collaboration with the AHSN.</li><li>• Continued focus on thrombectomy and potential Kent site to further improve patient outcome.</li><li>• Steered the restoration of the Coastal West Sussex stroke executive group with production of a case for change to transform stroke services.</li></ul> <p><b>Stroke spasticity</b></p> <ul style="list-style-type: none"><li>• <b>Worked with the stroke Clinical Advisory Group to finalise the hub and spoke spasticity model and guidance.</b></li><li>• <b>Completion of the stroke spasticity economic analysis commissioned from the AHSN.</b></li><li>• <b>Hosted a workshop</b> with rehab professionals and patient groups, which gained agreement for the model with the feedback used to shape development.</li></ul> <p><b>Pre-hospital triage</b></p> <ul style="list-style-type: none"><li>• <b>Collaborative joint-working with SECamb looking at the prehospital patient pathway for stroke,</b> between symptom onset and hospital door, including phone triage and paramedic on site evaluation, which led to the development of a pre-hospital triage flow chart and project plan. Pre-hospital triage is now being developed nationally as part of the national stroke programme with adaptation of the KSS flow chart.</li></ul>

# Mental Health

Adult Mental Health & Dementia

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South East Clinical Networks (Kent Surrey Sussex)



## Adult Mental Health Clinical Lead Overview - Dr Katrina Lake



Throughout the year we have had excellent engagement across Kent, Surrey and Sussex. We have worked closely in partnership with STPs/ICSs, CCGs, providers, arm's-length bodies, carers and people with lived experience. We have worked together across primary and secondary mental health services, delivering improvements to Increasing Access to Psychological Therapy Services, Early Intervention in Psychosis Services, community and crisis mental health services.

Through bringing together clinically-focussed networks across the mental health system, we have worked hard to support the delivery of the Long Term Plan for Mental Health. We have also worked across systems to deliver bespoke quality improvement support, focusing on making a difference to people using mental health services.

We are looking forward to continuing to work together to further deliver the Long Term Plan for Mental Health. We will build on the work we have done this year, with a focus on the ambitious and exciting redesign of community models of mental health, transforming our local services with a focus on psychological therapies, embedding trauma informed care and improving the physical health of people with severe mental health problems.

# Adult Mental Health: Achievements against 2019/20 Deliverables

Faye Murphy - Head of Clinical Programme, Adult Mental Health and Dementia



Deliverable	Achievements
System leadership and improvement support across the Mental Health programme	<ul style="list-style-type: none"><li>• Hosted and chaired a <b>monthly Kent Surrey Sussex Mental Health Joint Working Group</b> for STP/ICS leads, arm's length body colleagues and regional colleagues in order to strategically plan how we support the system to meet the national targets for mental health in the FYFV and the NHS long term plan.</li><li>• Acted as a <b>two-way conduit of information sharing</b> between the national policy team, regional programme team and individual CCGs and STPs, ensuring that South East (KSS) stakeholders are congruent with the latest policy, guidance, funding opportunities and shared learning across the health economy.</li><li>• <b>Interpreted national and regional requests to the system.</b></li><li>• Acted as a <b>single point of access</b> for improvement support, clinical leadership and advice.</li><li>• <b>Reviewed Long Term Plan and Operational Plan submissions as subject matter experts for Mental Health and Dementia.</b></li><li>• <b>Attended each STP/ICS Mental Health Programme Board</b> in order to share information, interpret national policy questions and gather soft intelligence. Hosted Adult Mental Health Commissioners forums in order to create a safe space for sharing learning and problem-solving and enabling the gathering of soft intelligence to target improvement support where most needed.</li><li>• Worked on problem solving as a Network on key themes such as <b>how to transform community mental health services</b> and workforce retention and training.</li><li>• <b>Worked as one team</b> with NHS England Assurance team as joint <b>subject matter experts</b>, to review funding applications in order <b>to improve the quality of plans and bids</b>, ensuring high quality services will be commissioned for patients with mental ill health.</li></ul>

# Adult Mental Health: Achievements against 2019/20 Deliverables

Ben Archer – Senior Quality Improvement Lead

Sam Angelo - Quality Improvement Support Manager



Deliverable	Achievements
Improving Access to Psychological Therapies (IAPT)	<ul style="list-style-type: none"><li>Continued a review of <b>Improved Access to Psychological Therapies (IAPT) services</b> across Kent, Surrey and Sussex, <b>completing the second part with a bespoke report for Surrey Heartlands ICS</b>, with a report for Sussex Health and Care Partnership STPs to follow in early <b>Autumn 2020</b>.</li><li><b>Supported STPs to implement findings from the IAPT Reviews</b>. Developed an <b>IAPT Transformation Oversight Group</b> in Kent and Medway, driving improvement and enhancing governance around system-wide issues. Attended Surrey's provider forums to identify areas to target support. Ran a successful <b>Clinical Leads Delivery Group</b> to bring together providers in Kent &amp; Medway to overcome systemic IAPT issues.</li><li>Continued to work with HEE and the STP leads on the <b>identified issues with the accreditation and qualification of some of the high-intensity workforce across Kent and Medway</b> to ensure IAPT staff are appropriately trained, accredited and qualified.</li><li><b>Developed workforce profiling reports for each CCG to scope issues</b> and hosted meetings bringing together Health Education England (HEE), providers and commissioners in order to close the gap in accreditation and training, in line with national staffing standards for IAPT services.</li><li><b>Worked collaboratively with the NHSE&amp;I System Improvement Team to deliver bespoke improvement work for two IAPT providers</b> in order to improve the IAPT service commissioned. This culminated in a set of recommendations and a support offer from the Clinical Delivery &amp; Network team that included reviewing the contractual and clinical models to develop an improved model that was financially viable and aligned with best practice patient care.</li><li><b>Hosted bi-annual IAPT network forums in 2019-20</b> with a focus on the psychological professions network in order to influence retention of psychological wellbeing practitioners and on improving affirmative practice for the LGBT population. This supports systems to improve population health and reduce health inequalities.</li></ul>

# Adult Mental Health : Achievements against 2019/20 Deliverables

Ben Archer – Senior Quality Improvement Lead



Deliverable	Achievements
<p>Community Mental Health Transformation and Psychological Therapies for people with Serious Mental Illness (SMI)</p>	<ul style="list-style-type: none"><li>• <b>Developed Learning Collaboratives</b> for early implementer sites to share learning and best practice and work with the other STP's/ICSs to overcome pathway and service development issues.</li><li>• <b>Undertook a PT-SMI workforce baseline mapping exercise across KSS to establish capacity and capability within the existing Psychological workforce.</b></li></ul>
<p>Rough Sleeping</p> <p>At least 10 high-need areas will have established new specialist provision for rough sleepers.</p>	<ul style="list-style-type: none"><li>• Supported <b>Brighton and Hove CCG to develop their existing rough sleeping initiative.</b></li><li>• Worked with the other STPs/ICSs to <b>develop plans to ensure rough sleepers can access Mental Health services.</b></li></ul>



# Adult Mental Health : Achievements against 2019/20 Deliverables

George Chapman – Quality Improvement Manager



Deliverable	Achievements
<p>Acute and Crisis Care</p> <ul style="list-style-type: none"><li>• Mental Health Liaison</li><li>• Crisis Resolution and Home Treatment Teams (CRHTT)</li><li>• Out of Area Placements (OAP)</li></ul>	<ul style="list-style-type: none"><li>• <b>Co-developed CRHTT service development improvement plans (SDIPs) system-wide</b> delivering improvement in CRHTTs benchmarked against national models of best practice. Provided an opportunity to look at system working through crisis services to deliver improved patient flow and quality of care.</li><li>• <b>Hosted biannual Acute and Crisis Network Forums</b>, facilitating direct contact with the national team and enabling stakeholders engagement in workshops to support learning. These forums focused on reaching the standard of Core24 liaison staff in 50% Acute hospitals, CRHTT Fidelity and the OAP system approach.</li><li>• <b>Benchmarked the KSS mental health bed stock against national and regional standards.</b> This sighted the wider system to the low bed numbers in KSS compared to other areas, which has a contributory effect on OAPs. Systems are stepping up crisis services in order to manage patients closer to home and reduce admissions, providing an improved patient experience.</li><li>• <b>Shared the learning from the development of ‘Single Point of Access’ (SPOA) in Cambridge and Peterborough STP</b>, supporting KSS ICSs/STPs to deliver pathway improvements to their developing 111 services, and work through any blockages to this.</li><li>• <b>Attended Crisis Care Concordat meetings across Sussex and Surrey</b>, engagement with stakeholders, provided advice and guidance on national policy, shared learning from other areas to facilitate improvement, and scoping local intelligence identifying areas requiring further input.</li><li>• <b>Focused on ‘all age crisis’ in order to drive improvement in fidelity to the ‘Core24’ standards</b> for Children and Young People and Adults.</li></ul>

# Adult Mental Health : Achievements against 2019/20 Deliverables

Sam Lungu - Quality Improvement Manager



Deliverable	Achievements
<p>Deliver annual physical health checks and interventions, in line with guidance, at least 280,000 people with a severe mental health illness (or 60% of those on the SMI register)</p>	<ul style="list-style-type: none"><li>• <b>Hosted Network Forums on Physical Health for people with Serious Mental Illness (PH-SMI)</b> to share learning and best practice, focussing on translating policy into operational readiness, challenges with performance and data flow.</li><li>• <b>Completed a ‘best practice’ video featuring GP Clinical Leads from across KSS</b>, for GP’s on how to set up a robust, sustainable and gold-standard physical health check service for patients with SMI.</li><li>• Developed and shared a <b>Patient Engagement Strategy</b> across KSS.</li><li>• <b>Developed a physical health passport</b> for Surrey Heartlands SMI patients, which will be replicated for Kent and Medway STP and Sussex Health and Care Partnership in 2020-21.</li><li>• <b>Delivered a training programme</b>, to front line Primary Care Staff across KSS on how to undertake physical health checks on people with SMI.</li><li>• <b>Hosted and facilitated 2 bespoke data webinars</b> focussed on defining reporting requirements, and addressing data flow issues and data quality.</li><li>• <b>Led a system wide PH-SMI group</b> targeted on delivering improvements in performance and governance of the programme, tracking improvements across the system.</li><li>• <b>Collaborated with regional PMO to develop CCG recovery plans for PH-SMI health check performance</b> in order to <b>target improvement support</b>.</li><li>• <b>Undertook a service mapping across KSS to establish areas that have implemented a locally enhanced service</b> to deliver PH-SMI health checks against the local performance.</li></ul>

# Adult Mental Health: Achievements against 2019/20 Deliverables

Sam Lungu - Quality Improvement Manager



Deliverable	Achievements
<p>Early Intervention in Psychosis (EIP) 56 % of people receiving treatment within 2 weeks</p> <p>EIP services should be providing NICE Concordance interventions - 50% of services meet level 3 by 2019/20</p>	<ul style="list-style-type: none"><li>• <b>Developed Service Development Improvement Plans (SDIPs) with Early Intervention in Psychosis (EIP) teams across Kent, Surrey and Sussex</b> to target improvement support. Facilitated bidding process for further investment in policy area via the LTP process.</li><li>• <b>Supported all KSS EIP teams to achieve the 56% 2 weeks waiting time from RTT. 50% of KSS EIP teams are meeting level 3 NICE Concordance.</b></li><li>• Facilitated <b>monthly EIP clinical leads webinars</b> focussed on working collaboratively to reduce unwarranted variation, peer review and delivery of the national KPIs.</li><li>• Undertook a <b>Demand and Capacity Mapping Analysis</b> to support the workforce to be trained in <b>CBTp &amp; Family Interventions</b>. The training is scheduled to be delivered in September 2020.</li><li>• <b>Hosted bi-annual EIP network forums</b> to share learning, best practice and problem solve as a system, transforming information into intelligence and sharing the National Clinical Audit for Psychosis (NACP) results for KSS teams.</li></ul>
<p>16,000 people to access Individual Placement and Support (IPS) services.</p>	<ul style="list-style-type: none"><li>• <b>Supported the wave 1 and wave 2 IPS expansion</b> for Kent &amp; Medway and Sussex Health Care Partnership STPs.</li><li>• Ensure that the <b>PH-SMI &amp; EIP network forums have IPS updates</b> and share best practice to ensure targets are being met.</li><li>• Worked with IPS Grow to <b>support Surrey Heartlands ICS to ensure their current model meets fidelity to the national model.</b></li></ul>

# Dementia

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South East Clinical Delivery and Networks (Kent Surrey Sussex)



## Dementia Clinical Lead Overview - Dr Bikram Raychaudhuri



2019-20 focussed on the identification and management of variation within the Dementia services across Kent, Surrey and Sussex. An audit across the 3 STP/ICSs highlighted the gaps and blockages to flow in services and allowed teams to identify areas for improvement and to benchmark themselves against best practice.

A further key development this year has been the commencement of the 3 STP/ICS based Dementia Service Improvement Groups (SIGs), bringing together Clinical and Commissioning Leadership with Social Care and the ARC. These have been instrumental in driving forward collaborative innovation and improvement in each system.

Strategic leadership across 3 STP/ICSs has supported large Dementia events to help 'win the hearts and minds' of GPs on the benefits of a timely dementia diagnosis and encourage closer working between primary and secondary care clinicians.

Clinical leadership has been provided at both London and national MAS audit forums to help drive improvement and reduce variation within services.

# Dementia: Achievements against 2019/20 Deliverables

Jo Gavins - Quality Improvement Manager



Deliverable	Achievements
<p>System leadership and support to achieve and maintain the Dementia Diagnosis Rate (DDR) standard of 67%</p>	<ul style="list-style-type: none"><li>• <b>Provided funding to each of the 3 STP/ICCs to provide Dementia Clinical Leadership.</b> This has supported low performing CCGs to focus on improvement plans to achieve DDR of 66.7% standard and strengthen their post diagnostic support.</li><li>• <b>Instrumental in supporting and providing leadership of Dementia (SIGs) in all three STP/ICCs,</b> through sharing best practice across SIGs, including streamlining care pathways and improve post diagnostic support offers. Attended by Clinical Leads, Commissioners, VCSE and Social Care.</li><li>• <b>Set up and chaired Dementia Service Development Improvement Plans (SDIPs) in each of the 3 STP/ICCs</b> to support low performing CCGs to focus on key actions to support improvement work on their dementia diagnosis rates to meet 66.7% national standard. This has now moved to a system-wide approach.</li><li>• <b>Provided impetus and motivation across KSS to drive improvement in dementia diagnosis rates by demonstrating the clear benefits of timely diagnosis and high quality post diagnostic care.</b></li><li>• <b>Benchmarked all Memory Assessment Services (MAS) across Kent, Surrey &amp; Sussex</b> to help identify variation in the services together with an enhanced offer from Clinical Networks to help support closing the gaps. The results were fed into national MAS audit and findings were shared nationally to help share best practice in dementia care pathways.</li></ul>

# Dementia: Achievements against 2019/20 Deliverables

Jo Gavins - Quality Improvement Manager



Deliverable	Achievements
Clinical leadership across STPs/ICSs and facilitating Clinical Network Forums	<ul style="list-style-type: none"><li>• <b>Shared best practice and guidance documents</b> from regional, national team and other key stakeholders across the region including clinicians, commissioners and providers.</li><li>• <b>Facilitated a MAS provider mapping workshop for all services across Kent, Surrey &amp; Sussex, to map their current pathways.</b> Using a lean methodology approach, learning was shared between services to streamline their pathways in order to reduce time from referral to diagnosis.</li><li>• <b>Hosted a KSS MAS audit workshop to share the findings of the MAS audit</b> and to identify any 'quick wins' and learnings from other MAS providers to help reduce variation across the services.</li><li>• <b>Organised Kent &amp; Medway STP Dementia Education forum</b> supported by Professor Alistair Burns, National Clinical Director in Older Age Psychiatry and other senior clinicians from both primary and secondary care on the benefits of a timely dementia diagnosis.</li><li>• <b>South East (KSS) Clinical Networks Dementia Clinical Lead</b> has supported and driven improvements across KSS, and act as a mentor for the STP/ICS Clinical Leads.</li><li>• <b>Supported ICSs/STPs to recruit to Senior Dementia Clinical Leadership positions</b> which support their local footprint and are owned within each STPs/ICSs to help support local services.</li></ul>

# Dementia: Achievements against 2019/20 Deliverables

Jo Gavins - Quality Improvement Manager



Deliverable	Achievements
Clinical leadership across STPs/ICSs and facilitating Clinical Network Forums	<ul style="list-style-type: none"><li>• <b>Liaised with clinical leads and prescribing leads across Surrey &amp; Sussex to ensure that new NICE guidelines (June 2018) are reflected in shared care protocols</b> for use in primary care so that they can monitor and if appropriate prescribe dementia medication in primary care (with specialist training).</li><li>• <b>Carried out a feasibility assessment working closely with Yorkshire &amp; Humber Clinical Network on piloting the use of DiaDeM tool within primary care to diagnose patients with advanced dementia</b> who are housebound or unable to attend memory service clinics.</li><li>• <b>Liaised with national team and NHS Digital on the use of correct SNOWMED codes within primary care</b> so that dementia patients are correctly identified on the dementia registers. This ensured DDR are maintained and achieved the required 66.7% standard.</li><li>• <b>Linked working with Ageing Well national programme around cross cutting workstreams such as Enhanced Care Homes, Anticipatory Care and Urgent Care</b> which include dementia patients to ensure that programmes are linked up to deliver LTP ambitions.</li></ul>



# Mental Health

Children and Young People's Mental Health (CYPMH)

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South East Clinical Delivery and Networks (Kent Surrey Sussex)



## CYP Mental Health Clinical Lead Overview - Dr Gavin Lockhart



The Children and Young Peoples Mental Health (CYPMH) Team has continued to provide invaluable support to the CYPMH system across Kent, Surrey, and Sussex over the past year, across the full spectrum of mental health need. We have deepened links with regional colleagues across other arms-length bodies (e.g. HEE, DfE) and with adult mental health colleagues within the SECDN, leading to a more comprehensive and coordinated support offer to the system. The team has supported the development, implementation, and assurance of local transformation plans in line with national and local priorities, and provided dedicated improvement forums linked to key priority areas.

The team has evolved the structure of forums, providing a critical opportunity to bring together a range of stakeholders within a highly complex system to map and reflect on existing provision, identify gaps and aspirations, maintain a focus on joined up provision, share best practice across the country and region, and to identify arising workforce issues. We continue to build on our collaboration with Young Minds to maximise the input and impact of young people and families within forums.

We are proud to have supported high quality expressions of interest and subsequent implementation of additional mental health support teams within the region, widening our geographical coverage and impact, supporting the first cohort of locally-based training, and providing key support around adaptations in service provision during the COVID-19 crisis.

# Children and Young People's Mental Health (CYPMH): Achievements against 2019/20 Deliverables

Laura Ansboro - Head of Clinical Programme (CYPMH)



Deliverable	Achievements
System leadership and improvement support across the Mental Health programme	<ul style="list-style-type: none"><li>• This year we have further established our CYPMH Programme in line with the Long Term Plan and the Mental Health Implementation Plan and have seen new members join the team including the recruitment of our new Clinical Lead. These changes have <b>strengthened our approach to acting as a single point of access for improvement support and clinical leadership</b> and advice in relation to Children and Young Peoples Mental Health.</li><li>• <b>Built and maintained strong working relationships with the STP/ICS leads</b>, arm's length body colleagues and regional colleagues via the continuation of the monthly Kent Surrey Sussex Mental Health Joint Working Group in order <b>to strategically plan how we support the system to meet the national targets for mental health</b> in the Five Year Forward View and the NHS long term plan.</li><li>• <b>Continued to be a key source of support and enabled sharing of best practice</b> between the national policy team, regional programme team and individual CCGs and STPs, ensuring that South East (KSS) stakeholders are up to date with the latest policy, guidance, funding opportunities and shared learning, as well as interpreting and responding to national and regional requests to the system.</li><li>• Facilitated the planning and submission of CYP LTP Refresh via an interactive South East workshop with CCG commissioners to <b>ensure a robust refresh of Plans</b>. Worked jointly with NHS England Assurance team as the subject matter experts to <b>review plans in order to improve the quality of plans and bids, ensuring high quality services will be commissioned for patients with mental ill health</b>.</li></ul>

# Children and Young People's Mental Health (CYPMH): Achievements against 2019/20 Deliverables

Laura Ansboro - Head of Clinical Programme (CYPMH)



Deliverable	Achievements
System leadership and improvement support across the Mental Health programme	<ul style="list-style-type: none"><li>• <b>Provided bespoke network support and problem solving key themes</b> such as CYP access and data flow and improvement of CYPMH data submissions.</li><li>• <b>Established a CYPMH Strategic Planning Forum, a joint CYPMH Crisis and Health and Justice Forum, a Mental Health Support Teams Forum</b> and maintained existing forums for CYPMH Eating Disorders to <b>provide a wide range of stakeholders with a comprehensive support and improvement resource.</b></li><li>• Responded to system requests by <b>completing a mapping exercise of CYP Mental Health Urgent and Emergency care</b> and shared this with the wider systems. This <b>provided a baseline understanding of gaps and areas of improvement support available to STP/ICS Leads</b> and to begin to establish a baseline and the gaps against the LTP deliverables.</li></ul>

# CYP Mental Health: Achievements against 2019/20 Deliverables

Alec Renmant - Senior Quality Improvement Lead

Michelle Vassallo - Senior Quality Improvement Lead



Deliverable	Achievements
CYP Mental Health Improvement Support via Best Practice Forums	<ul style="list-style-type: none"><li>• From September 2019, <b>CYP Mental Health improvement support programme was reviewed to enable dedicated improvement forums aligned to each of the CYP Mental Health deliverables</b> as outlined in the Mental Health Implementation Plan. As a result, we <b>have increased the number of individuals we are supporting</b> to deliver service improvement and enabled commissioners, providers and STP/ICS leads to come together around common themes:<ul style="list-style-type: none"><li>• Mental Health Support Teams in Schools.</li><li>• Eating Disorders.</li><li>• CYP Mental Health Crisis with Health and Justice.</li><li>• Strategic Planning – each meeting now focuses on a different subject area as requested by our commissioners, providers, STP/ICS leads.</li><li>• CYP Learning Disabilities and Autism.</li></ul></li></ul>
Local Transformation Plans	<ul style="list-style-type: none"><li>• All members of the CYP Mental Health team provided <b>ongoing support to the development and implementation of CYP Mental Health Local Transformation Plans across Kent, Surrey and Sussex in the following ways:</b><ul style="list-style-type: none"><li>• Attendance and participation at Local Transformation Plan Boards/Steering Groups.</li><li>• Provision of ongoing advice and support by telephone and email.</li><li>• Escalation of queries and concerns to the NHSE &amp; I regional and national teams as required.</li></ul></li><li>• <b>Actively facilitated local assurance process:</b><ul style="list-style-type: none"><li>• Reviewed all draft Local Transformation Plans and provided clear feedback to commissioners on how plans could be improved before final submission and publication.</li><li>• Participated and chaired local assurance meetings.</li></ul></li></ul>

# CYP Mental Health: Achievements against 2019/20 Deliverables

Michelle Vassallo - Senior Quality Improvement Lead

Claire Scott - Quality Improvement Manager



Deliverable	Achievements
<p>Commissioner Support Development Programme</p>	<ul style="list-style-type: none"> <li>In February 2020, the <b>CYP Mental Health team identified and procured a Commissioner Support Development Programme. 26 places were allocated to Commissioners (Local Authority, Public Health &amp; CCG) and members from each of the Kent, Surrey and Sussex local Mental Health Providers, for an innovative day of training;</b> Teamworking across multiple organisations, as a result participants explored better ways to deliver joined-up services for patients, families and carers, teamworking across sectors and organisations.</li> </ul>
<p>Participation</p>	<ul style="list-style-type: none"> <li>The CYP Mental Health team accessed support from <b>Young Minds: Amplified Programme</b> to support commissioners and providers to consider how they are supporting children and young people, as well as their parents and carers to actively participate in the development and improvement of CYP Mental Health services:               <ul style="list-style-type: none"> <li><b>Introduction to Participation Training (December 2019)</b> – 12 individuals from NHSE/I as well as representatives from CCGs, Providers and Local Authorities attended the session. As a result of the training, participants reported that they felt more confident in implementing participation activities, and they really benefitted from meeting and learning from others who had already set up strong youth participation groups.</li> <li><b>Crisis with Health and Justice (February 2020)</b> – Young Minds delivered a participation training session as part of the Crisis with Health and Justice Forum.</li> </ul> </li> </ul>
<p>Mental Health Access</p>	<ul style="list-style-type: none"> <li>The CYP Mental Health team actively supported commissioners and providers to meet the national CYP Mental Health access standard in a number of ways:               <ul style="list-style-type: none"> <li>Held <b>regular teleconference meetings for CCG commissioners</b> to enable them to raise concerns and escalate risks and issues in relation to data flow to the Mental Health Services Dataset (MHSDS).</li> <li>Delivered a <b>Data Improvement Workshop in September 2019</b> in partnership with an independent consultant, a Kent-based Senior Analyst and representative from the Mental Health Intensive Support Team, which provided practical assistance to both NHS and non-NHS providers in flowing data to the MHSDS.</li> </ul> </li> </ul>

# CYP Mental Health: Achievements against 2019/20 Deliverables

Kerry Clark - Local Authority Advisor

Alec Renmant - Senior Quality Improvement Lead



Deliverable	Achievements
Mental Health Support Teams in Schools	<ul style="list-style-type: none"><li>• From September 2019 to March 2020, <b>the CYP Mental Health team worked with specific Mental Health Support Teams in schools and colleges assisting with programme roll out of Trailblazer sites and Waves 1 &amp; 2</b>, increasing the geographical coverage as identified in the Green Paper.</li><li>• The team delivered <b>2 Children and Young People’s Mental Health Support Teams (MHST) in Schools Forums in October 2019 and January 2020</b>. Support was given to the system on identified roll out problems, risks to delivery on the programme and system cohesion between, Higher Education Institutes, Department for Education, Commissioners and Local Authority colleagues.</li><li>• <b>During the 2020/21 Wave 3 &amp; 4 roll out process the team supported local systems to write accomplished ‘Expressions of Interest’</b> to further increase geographical coverage.</li><li>• <b>Weekly system support videoconferencing calls were set up during the COVID 19 pandemic</b> to ensure minimum disruption and continuity of service development to existing teams.</li></ul>
Learning Disabilities and Autism	<ul style="list-style-type: none"><li>• Following the publication of the NHS Long Term Plan, the <b>CYP Mental Health team identified potential gaps within the Learning Disability &amp; Autism programme</b>. The team brought together the local systems in January 2020, which <b>resulted in the creation of the “Children &amp; Young People Autism Pathways Baseline Document”</b> which outlined service gaps, identified key area learning, good practice examples and next steps for action.</li><li>• <b>Future work will be focused on progressing a South East collaborative approach</b> to establish a robust improvement programme, aligned to the identified gaps within the autism pathway, with agreement from stakeholders.</li></ul>

# CYP Mental Health: Achievements against 2019/20 Deliverables

Michelle Vassallo - Senior Quality Improvement Lead

Linzi Gardner - Quality Improvement Manager



Deliverable	Achievements
Strategic Planning Forums	<ul style="list-style-type: none"><li>• From September 2019 to March 2020, the team hosted 3 Strategic Planning Forums focusing on the following themes:<ul style="list-style-type: none"><li>• <b>CYP Mental Health Local Transformation Plan (CYPMH LTP) Refresh – Key Lines of Enquiry Workshop (September 2019)</b> – NHS England and NHS Improvement Leads alongside representatives from all Arms-Lengths Bodies took part in this interactive workshop with CCG commissioners. During this workshop, Commissioners were able to ask questions and seek practical support in undertaking the CYPMH LTP refresh. As a result, <b>the quality of plans greatly improved</b>, with all plans being published by the 31<sup>st</sup> October 2019 deadline, as commissioners had gained a greater understanding of national and regional expectations.</li><li>• <b>CYP Mental Health Workforce (December 2019)</b> – Following a review of all submitted CYPMH LTPs, workforce was identified as a common theme for improvement support.</li><li>• <b>Organised and delivered a full-day workshop</b>, spanning national context, workforce planning and knowledge café discussion focusing on the themes identified within the NHS Peoples Plan. <b>Knowledge shared within this workshop has been used to further develop local CYP Mental Health workforce plans</b> as well as to develop the regional workforce improvement support offer which will be delivered by Health Education England (KSS) during 2020/21.</li><li>• <b>0-25 Mental Health Pathway – Youth-Friendly services (March 2020)</b> – Commissioners and providers alike requested a session focusing on youth-friendly services (providing appropriate services for young people from aged 13 years and above).</li></ul></li></ul>
Eating Disorders	<ul style="list-style-type: none"><li>• <b>Re-establishment of the Eating Disorders Forum in January 2020</b>, bringing together NHS E &amp; I with Commissioners and Providers to understand the local improvement support required across the Kent, Surrey and Sussex region. Surrey presented the work that they had been undertaking on Avoiding Restrictive Food Intake (this was undertaken outside of the national pilot) and agreement was sought that during 2020/21, members would like 3 short forums to facilitate the work, with an adult only focus, CYP only focus and an all-age focus.</li></ul>



# CYP Mental Health : achievements against 2019/20 Deliverables

Alec Renmant - Senior Quality Improvement Lead

Linzi Gardner - Quality Improvement Manager



Deliverable	Achievements
Crisis	<ul style="list-style-type: none"><li>• Established the <b>first CYP Mental Health Crisis Forum in November 2019</b> bringing together NHS commissioners and providers as well as representatives from county-wide police forces to understand local crisis improvement support requirements.</li><li>• <b>Developed and published the Kent, Surrey and Sussex CYP Mental Health Urgent and Emergency care mapping document (March 2020)</b> outlining all the CYP mental health crisis services currently available across the region. This document was produced following numerous provider site visits providing understanding of local service provision, attendance at Crisis Care Concordat/Urgent and Emergency care meetings, positive engagement with local commissioners and STP/ICS leads and undertook a final pathway mapping exercise as part of the combined CYP Mental Health Crisis with Health and Justice Forum in February 2020.</li></ul>
Health and Justice	<ul style="list-style-type: none"><li>• Hosted two <b>Health &amp; Justice Forums in July and November 2019 and a Crisis Pathway including Health and Justice Forum in February 2020</b>. Both forums enabled and facilitated productive working relationships between stakeholders across the various parts of the pathway (FCAMHs, Secure Stairs and Collaborative Commissioning Projects), which delivered improved system working.</li><li>• <b>Facilitated wider system working which enabled local systems to establish effective CYP pathways between crisis settings and secure settings, delivering improved insight and understanding around shared patient cohorts and care pathways, and assisted delivery of CYP-specific interventions to reduce involvement in offending.</b></li></ul>

# Maternity and Perinatal Mental Health

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South East Clinical Delivery and Networks (Kent Surrey Sussex)



# Maternity and Perinatal Mental Health Clinical Lead Overview

## - Dr Helen O'Dell



**We have chaired all Safety and Quality Workstream meetings across KSS; providing guidance, sharing themes and ideas from lessons learned and safety improvement plans across KSS e.g. the learning from Surrey Heartlands work around pregnant women in prison.**

**We have brought together the Local Maternity Systems (LMS) Safety Leads with the AHSN (who host the local learning systems) and the Neonatal Operational Delivery Networks (ODN) across KSS, to share best practice and develop forward plans.**

**We have led the development of a KSS-wide workforce strategy, linked with other Clinical Networks and Regional Safety Champions across the South, to discuss ongoing work in different areas and share ideas and learning. Additionally, we supported the Saving Babies Lives Care Bundle (SBLCB) work across KSS, facilitated learning and sharing across the LMS in KSS.**

**Distributed the Maternity Safety champion newsletter to all LMSs, highlighting specific items of relevance to individual LMSs. Participated in the regionally led Safer Care Task and Finish group across the South region.**

We have provided clinical leadership and supported delivery of the programme across the South East. We have led quarterly meetings with KSS maternity commissioner leads, and supported in the development of bids to develop the workforce, in order to improve safety of maternity services.

## Maternity: Achievements against 2019/20 Deliverables

Anita Finlay - Head of Clinical Programme, Maternity and Perinatal Mental Health



Deliverable	Achievements
System Leadership to the Local Maternity Systems (LMS) across Kent, Surrey and Sussex, to implement the National Maternity Transformation Programme	<ul style="list-style-type: none"><li>• <b>Provided advice and clarification in relation to the interpretation of national guidance for local services</b> at all LMS meetings to enable LMSs to deliver the maternity transformation plan.</li><li>• <b>Shared best practice</b> from other LMSs within KSS and from national and regional events.</li><li>• <b>Brought together a wide group of stakeholders across KSS in the form of forums and workshops</b>, to support the LMS on bespoke pieces of transformation work.</li><li>• <b>Delivered 3 successful Local Maternity System (LMS) learning and sharing events:</b> A joint Maternity and Perinatal Mental health event, a Continuity of Carer event and a Maternity Support Worker conference.</li><li>• <b>Hosted and chaired</b> the bi-monthly maternity commissioners forum across KSS, linking in with the Quarterly South East Heads of Midwifery Forum.</li></ul>
Supporting the Local Maternity Systems within KSS to improve their safety and meet the National ambition of reducing their rates of still birth, maternal and neonatal deaths and brain injuries by 50%	<ul style="list-style-type: none"><li>• <b>Supported LMS in the full implementation of Saving Babies Lives Care Bundle (SBLCB) version 2.</b></li><li>• <b>Distribution and collation of SBLCB surveys, achieved 100% compliance</b> across all Trusts.</li><li>• Identified trends and gap analysis across the system which was shared at the safety forum.</li><li>• Facilitated a learning session with <b>Healthcare Safety Investigation Branch (HSIB)</b> discussed key themes such as 'Wrong Blood in Tube' and lessons learnt.</li><li>• <b>Facilitated the discussion on Clinical Negligence Scheme for Trusts (CNST)</b> which handles all clinical negligence claims, year 3 and the implications for trusts and the differences in the recommendations from last year.</li><li>• <b>Provided specific leadership on the safety agenda</b> through the safety forums.</li><li>• <b>Supported LMS to ensure the link with the Maternity Neonatal Collaborative</b> work and the local learning systems are not carried out in silos and is coordinated at LMS level, being the conduit between the two systems.</li><li>• <b>Supported Trusts at local level to manage the role out of HSIB investigations.</b> Where concerns have arisen, gathering soft intelligence and bringing together a briefing paper to inform system wide learning.</li></ul>

# Maternity: Achievements against 2019/20 Deliverables

Anita Finlay - Head of Clinical Programme, Maternity and Perinatal Mental Health



Deliverable	Achievements
Supporting transformation of the workforce	<ul style="list-style-type: none"><li>• <b>Facilitated a workshop with Health Education England to support LMSs</b> to identify workforce challenges and opportunities within each system using <b>the Star model</b>; <b>a HEE tool to support workforce transformation</b>. The Star model is a step-by-step, staged approach based around the five key enablers; <i>Supply, Up-skilling, New roles, New ways of working, Leadership</i>.</li><li>• <b>Mapped the maternity pathway from Antenatal, Intrapartum through to Postnatal care</b>, and identified opportunities for streamlining and considering alternative roles to improve the pathway.</li><li>• <b>Led on the development of Maternity Support Worker/Associate roles with Health Education England</b> to support the continuity of carer ambition.</li><li>• <b>Planned and delivered 1<sup>st</sup> maternity support worker conference in KSS.</b></li></ul>

# Perinatal Mental Health: Achievements against 2019/20 Deliverables

Marthe Kvasheim - Quality Improvement Support Manager



Deliverable	Achievements
Delivery of Perinatal Mental Health (PMH) programme in line with the Mental Health Five Year Forward View and the National LTP	<ul style="list-style-type: none"><li>• <b>Supported each of the local PMH networks to secure funding for local clinical chairs</b> in each of the three STP/ICSs.</li><li>• <b>Attended bi-monthly PMH network meetings across each STP/ICS</b>, where all stakeholders come together to discuss service developments; receive updates and review challenges and opportunities encountered by the specialist teams and provide support to deliver the national ambition.</li><li>• <b>Chaired monthly network meeting for PMH Clinical Leads, Commissioners and Health Education England across KSS</b>, sharing best practice across the system.</li></ul>
Provide support, resources and system leadership across the South East (Kent, Surrey and Sussex)	<ul style="list-style-type: none"><li>• <b>Led the roll out of the GP Spotlight project which resulted in training 1500 GPs across KSS (40% of our GP workforce).</b></li><li>• Worked in collaboration with HEE on a <b>successful bid for PMH simulation training.</b></li><li>• <b>Supported all areas within KSS to expand their PMH offer</b>, in line with the MH LTP Implementation Framework.</li><li>• Provided <b>bespoke support to systems</b> in addressing DNAs.</li><li>• Provided <b>guidance to the system</b> on the development of Maternity Outreach clinics.</li><li>• <b>Organised an outcomes workshop</b> through collaborative working with the national team.</li></ul>

# Business Support

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South East Clinical Delivery and Networks (Kent, Surrey & Sussex)



# Business Support Team

Jacqueline Nash - Senior Business Support

Waraporn Saunders – Business Support Administrator



Administrative support to assist effective programme delivery.

Acted as key first contact for all stakeholders.



Co-ordinated and planned the effective utilisation of administration resources.



PA function for Associate Director.



Organised and supported external conferences and forums.



Recorded and monitored financial transactions.

Managed financial controls process through SBS.



Set up and facilitated meetings and forums virtually via MS Teams.



Maintained SECN's contacts list of 3,500+ people across Kent, Surrey & Sussex plus national and regional contacts.





# Get in touch

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## South East Clinical Delivery and Networks

- <https://www.england.nhs.uk/secn/>
- [england.secn@nhs.net](mailto:england.secn@nhs.net)

