

## Greater Manchester Health and Care Board

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Date: 9 November 2018

Subject: Update on Local Professional Networks

Report of: Sarah Price, Executive Lead for Population Health and Commissioning, GMHSC Partnership.

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### SUMMARY OF REPORT:

This report outlines the continuing work of the Greater Manchester Local Professional Networks for Dentistry, Eye Health and Pharmacy. It builds on the plans presented to the Health and care Board in July 2017 and outlines to date, progress against delivery of these plans.

### KEY MESSAGES:

The Local Professional Networks are significantly contributing to the strategic priorities of Greater Manchester. Through the Healthy Living Frameworks primary care is supporting and empowering patients in their self-care. Innovation and developments are supporting the general health improvement of our population and enabling the transformation of care in our communities. Although largely primary care based in their focus, the LPNs are also contributing to the standardisation of our specialist and hospital care delivery.

There have been developments which are improving the care and experience of particular patient groups. This report details some of these developments, for homeless people, those with visual impairment, learning disabilities and dementia. The LPNs continue to work on key areas, such as development of clinical pathways, the Primary Care Workforce Strategy, and implementation of the Medicines Strategy.

The contribution of the LPNs directly supports the emerging relationships and delivery in our localities and neighbourhoods across Greater Manchester.

## **PURPOSE OF REPORT:**

The purpose of this report is to update the Health and Care Board on the progress of the Local Professional Network (LPN) plans to date and the ambition for the future. The Greater Manchester LPNs continue to implement the plans, working with local clinicians, system leaders, patients and carers and commissioners to deliver the 'fastest and greatest improvement in the health and wellbeing of the 2.8million population of Greater Manchester, creating a strong, safe sustainable health and care system for the future'.

## **RECOMMENDATIONS:**

The Health and Care Board is asked to:

- Continue support of the Local Professional Networks programmes of transformation.
- Note the ongoing work of the LPNs to embed initiatives locally into the emerging models of care to the benefit of patients.

## **GREATER MANCHESTER LOCAL PROFESSIONAL NETWORK CHAIRS**

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## **1.0 INTRODUCTION**

- 1.1. This report is an update of the Greater Manchester Local Professional Networks (LPNs) transformation plans for Dental, Eye Health and Pharmacy following the presentation of their strategies at the Strategic Partnership Board in June 2017. Each of the LPN plans is aligned to the GM Strategic plan - 'Taking Charge of our Health and Social Care in Greater Manchester' and the 'Primary Care Contribution'. They include the support of the wider primary care professional groups for the ambition of the strategic plan for Greater Manchester.
- 1.2. The LPN transformation plans apply across the Strategic Framework and contribute to each of the Themes and in particular, Theme 1 Population Health, recognising that primary care professionals have a huge potential to support the citizens of Greater Manchester to live healthier lives. For Themes 2 and 4, wider primary care is working together to realise the ambition of moving care from hospitals to a more integrated wider public service community based model and for Theme 3, the professions are committed to high quality, safe and effective patient centred care to support people and their carers to live well.

## **2.0 BACKGROUND**

- 2.1. The Greater Manchester Local Professional Networks are a key part of providing sustainable leadership for the NHS in Greater Manchester and work across commissioning and provider services as a catalyst for change. Each network is championing quality improvement across the health and social care communities and providing opportunities for patients, carers and third sector bodies to influence the NHS delivery of services.
- 2.2. The work of the LPNs is enabled through their development of strong networks, locally and nationally, with professional peers and stakeholders. The LPNs are developing relationships with the emerging Local Care Organisation Network to ensure that initiatives and developments are considered and embedded into new models of care.
- 2.3. The LPNs are supporting our local commissioners across the commissioning cycle as they bring clinical focus and expertise to create the momentum for large scale change. The Greater Manchester LPN networks share their expertise and knowledge and work together to benefit patients and clinicians alike and are constituted with professionals from across care settings.
- 2.4. During 2017, each of the LPNs developed transformational plans. These plans described the approach to transforming the health of the population

and the wider wellbeing of individuals and communities across Greater Manchester through the integration and transformation of dental, eye care and pharmacy care within the wider public sector offer under devolution.

- 2.5. Over the past year there have been substantial steps forward achieved by the LPNs to improve patient care and experience, whilst developing proposals to develop a sustainable and supportive system - both for providers and commissioners to ensure we deliver services with a culture of patient safety.

### **3.0 STRATEGIC CONTRIBUTION**

- 3.1. Supporting and empowering patients through the Healthy Living Framework
  - 3.1.1. Greater Manchester already had a number of Healthy Living Pharmacies (HLP) and the spread of this was accelerated by the introduction of the national Community Pharmacy Quality Payments scheme. There are now in excess of 90% of all of the community pharmacies in Greater Manchester now accredited as Healthy Living Pharmacies. HLPs pro-actively support and promote behaviour change to individuals walking into community pharmacies and so are ideally placed to improve health and wellbeing. HLPs also make best use of the skill mix within community pharmacy teams by utilising trained Health Champions to deliver health conversations.
  - 3.1.2. A series of training events were delivered around mandatory health campaigns, such as Oral Health and Bowel Cancer Screening to increase the impact that HLPs are making to support population health. These are underpinned by brief advice recording on a web based system for documenting and auditing activity. Topics have included promoting bowel cancer screening, oral health (in collaboration with the Dental LPN), physical activity, in collaboration with GM Moving, and supporting the Tobacco Strategy, through a stop smoking campaign (Stoptober). Delivery has been face to face (including at the Celebrating Pharmacy's Contribution to 70 years of the NHS conference) and by webinar to increase accessibility for pharmacy teams.
  - 3.1.3. In the first quarter of this financial year the community pharmacy teams have delivered circa 2,500 brief conversations to the Greater Manchester population and supported the wider Population Health plan (January 2017) which have taken place in community pharmacies, close to where patients live and work.
  - 3.1.4. An example of how this has impacted on our population health is through every community pharmacy in GM taking part in the campaign promoting awareness of bowel cancer screening during April 2018. Pharmacies

recorded more than 1,000 brief advice conversations when people come into the pharmacy to collect prescriptions, purchase medication or more general advice. Through providing information to the public as they attend the community pharmacist, the aim was to raise awareness of bowel cancer and encourage people to complete their bowel cancer screening kits. If community pharmacy brief advice can result in people participating in screening, this will impact on health outcomes through earlier identification of bowel cancer.

- 3.1.5. The Local Dental Network has developed the Healthy Living Framework for dentistry, supporting and aligning with the similar delivery in community pharmacy. This has attracted significant interest from national colleagues, including Public Health England and the Office of the Chief Dental Officer as an example of good practice for patients.
- 3.1.6. Healthy Living Dentistry signposts patients to appropriate services in their Local Authorities, allowing patients to access support such as smoking cessation and alcohol dependence advice. These programmes allow dental practices to embed in the local communities, facilitating the transition to the LCO model and ensuring a holistic approach to health and social care. For this to be effective the public need to be supported to maintain and protect their oral health. Since commencing implementation earlier this year, 64 of our 428 dental contractors have committed to delivery of the Framework, with roll-out and training ongoing, with a presence in each of the 10 Greater Manchester localities.
- 3.1.7. Development of the Healthy Living Framework for optometry is progressing. Similar to Pharmacy and Dental, the Healthy Living Optical Practice scheme will enable the optical practice workforce to support population health messages such as stopping smoking, diet and nutrition, and alcohol reduction which all have direct impact on eye health as well as wider health implications. Training commences in November 2018 and roll-out will follow from that.
- 3.1.8. Coordinated Healthy Living Frameworks across the LPNs enables consistent health messages and education to be delivered to the public.

## **3.2. Supporting the health improvement of our population**

- 3.2.1. A further example of the collaborative approach across the LPNs has been a joint public health campaign around oral health. This joint approach between pharmacy and dentistry led to the development of support materials for community pharmacy and the development of training sessions and audit to be delivered in three localities (Bolton, Oldham and Stockport) across Greater Manchester.

3.2.2. The aims of the training sessions were:

- to provide resources to help promote National Smile Month
- to give oral health awareness for patient/customer
- to give oral cancer awareness for patient/customer
- to create links between community pharmacy and dental teams in the localities which builds towards our strategic neighbourhood working.

3.2.3. The campaign ran during National Smile Month from 14th May to 14th June 2018. Community pharmacy teams delivered nearly 1000 conversations during this time. The conversations highlighted the importance of regular tooth brushing with high fluoride toothpaste, regular dental check-ups and the importance of reducing sugar intake. This work complements the transformation programme for improving the oral health of under 5 year olds.

3.2.4. 2017-18 has seen the launch of the 'See More, Learn More, Go Further' programme with schools across Stockport and now rolling out across GM. Although the NHS funds sight tests for all children, a Greater Manchester Eye Health Needs Assessment for the population of GM reported that only 22% (approximately 1 in 5 children) have a sight test each year. This programme, working with schools, children and parents, looks to address Greater Manchester's low uptake of children's sight tests and thus support improved development and attainment in school. In primary schools where the 'See More, Learn More, Go Further' programme was fully delivered there was an increase in the uptake of children's sight tests from the children from circa 50% to circa 75% and raised general awareness of the importance of sight tests.

3.2.5. The lesson plan and associated resources were published on the TES website (TES, formerly known as the Times Educational Supplement, is a weekly UK publication aimed primarily at school teachers in the UK) and are referenced below for interest:

<https://www.tes.com/teaching-resource/eyes-and-the-importance-of-good-eye-health-11722328>

3.2.6. A short promotional film was made at a local optical practice and released on "YouTube":

<https://www.youtube.com/watch?v=YnMQbH1qchs>.

### **3.3. Transforming care in our communities**

- 3.3.1. Through the innovation and development of services by the LPNs, our primary care providers are being enabled to work together to deliver services in our neighbourhood and localities.
- 3.3.2. The Local Eye Health Network, with leadership and support from the Optometry Advisory Group has developed the GM Primary Eye Care Service Framework (PECSF). The PECSF recognises the greater role primary care optometry has in the delivery of standardised community based care and proposes a population wide offer from primary care optical practices across Greater Manchester as part of the Primary Care Reform agenda. The aim is to roll this out during the financial year 19/20.
- 3.3.3. An important role of the LPNs is to improve quality and reduce variability of care across the population. For the maintenance and protection of patients' mouth care, dental teams have an important role to play, not only in delivering treatment but also supporting patients in self-management of their oral health. After the award winning success of 'Healthy Gums Do Matter' the LDN has continued to support dental teams by creating more clinical toolkits to improve outcomes for patients. The original Baby Teeth DO Matter toolkit has been revised, and is informing national materials to support children's dental care. Another example of toolkit development by the LDN is 'Saving Smiles' which is a practical guide for first line decision-making in situations when patients suffer trauma to their mouth and time is of the essence.
- 3.3.4. Medicines are a potential contribution to patient harm and this is particularly relevant at the transfer of care. The Pharmacy LPN has developed a proposal to introduce an electronic referral system between pharmacy teams in different sectors to reduce the risk of medication errors and refer patients to additional support needed to take their medicines effectively and improve their health and wellbeing. Work continues across GM to identify resources to enable roll out of this initiative.
- 3.3.5. Healthwatch was commissioned by the Pharmacy LPN to find out patient's perspectives of the medicines pathway at transfers of care and their views on electronic transfer of information between pharmacy teams. This identified that patients and their carers still experience many issues relating to medicines use when their care is transferred, particularly between primary and secondary care. There were many examples where people valued the support they get from pharmacy professionals; however awareness of what support is available needs to be further promoted. The Pharmacy LPN continues to work with primary and secondary care colleagues to continue with this awareness.

3.3.6. Transfer of care around medicines is one of NHS England's seven national programmes for Academic Health Science Networks (AHSNs). The Pharmacy LPN has been working closely with Health Innovation Manchester to take this project forward. Together we have engagement from all localities across GM and currently working on a fully costed implementation plan.

### **3.4. Standardising specialist and hospital care**

3.4.1. Ophthalmology is the 2nd highest cause of attendance at hospital in Greater Manchester with over 400,000 outpatient appointments each year; and in fact, is the number one reason for hospital follow ups.

3.4.2. With an ageing population who are at greater risk of eye health problems, and the development of new technology and treatments, demand continues to rise significantly. The Local Eye Health Network seeks to address these issues through our transformation plan for eye health 'Delivering improved Eye Health across Greater Manchester' which described the approach and ambition to transforming the eye health of the population of Greater Manchester 2017-2021. It particularly described the potential for primary care optometrists and other health professionals to support capacity and demand challenges for hospital ophthalmology services and the ability to influence the wider determinants of health and is critical to enabling improvement in health and wellbeing. The Transformation Plan continues to be implemented across Greater Manchester.

3.4.3. Hospital Eye Services are engaged with Getting It Right First Time (GIRFT) and NHS England's High Impact Intervention programme on delayed follow ups. This looks at the implementation of appropriate failsafe processes and risk stratification of patients to ensure timely care for patients.

3.4.4. The outputs from this will support the development of standards in hospital eye services and the upcoming Theme 3 work stream for ophthalmology. Similarly the LDN have been engaged with the Theme 3 work stream consideration of paediatric surgical services.

## **4.0 TARGETING PATIENT GROUPS AND INEQUALITY**

### **4.1. Homelessness**

4.1.1. The work of the LPNs is fundamentally about improving the care received by patients through supporting our clinical teams. The benefits are to be seen through the delivery of primary care and its support to patient care throughout the system.

- 4.1.2. Dental care to homeless people has developed in Greater Manchester, with a specialist service which has received national recognition. This provides care through a 'pop-up' service delivered in a mobile unit which travels to many different centres run by community groups and charities. This is in addition to a weekly drop in service which is delivered alongside the GM Homeless Medical Service. An article reporting this service is due for publication in the November 2018 edition of the British Dental Journal ([www.nature.com/bdj](http://www.nature.com/bdj)).
- 4.1.3. The LEHN is supporting the Greater Manchester Homelessness and Health Plan with a proposal to significantly expand and support access to NHS sight tests for homeless people and will be implementing this proposal over the next twelve months. This will enable us to support the homeless with access to improved eyesight where necessary and support an improved quality of life and potential for employment. Greater Manchester has the ambition to have the first system wide approach to supporting homeless people access sight tests.

## **4.2. People with Visual Impairment**

- 4.2.1. Sight loss affects every aspect of someone's life, from the ability to make a cup of tea to recognising a friend's face. Losing your sight can have a significant impact on your family, friends, and workplace. People with sight loss are more likely to be socially isolated and experience depression or a fall, which may result in admission to hospital. It is estimated the scale of sight loss is significant with as many people in Greater Manchester having sight loss as the number of new births each year. Poor sight impacts on many aspects of health, such as the ability of patients to manage other long-term conditions and the avoidance of injurious falls. People with visual impairment are more likely to be unemployed, require residential and community care and additional support through adaptations of their environment. Such support and the loss of quality of life incur considerable costs both to the individual and society as a whole.
- 4.2.2. The past year has seen the development of a comprehensive community sight loss service framework led by the third sector via the GM Visual Impairment Forum supported by the LEHN. The primary aim of the Greater Manchester Community Sight Loss Framework is to define the standards for commissioners of services to enable people with sight loss to regain or maintain as much independence and autonomy as possible in their community. Sight loss services achieve this through a wide range of services, focusing on individual needs, including; rehabilitation, visual aids, digital aids and emotional support and advice.

- 4.2.3. The implementation of the Community Sight Loss Framework, which is currently undergoing a comprehensive cost benefit analysis, recognises the potential to transform the landscape of eye health care in primary and community care for people with sight loss. It is recognised that the third sector is an important partner in the care and support of people living with sight loss through their provision of coordinated and holistic care for patients and ongoing engagement continues as we further roll this out.
- 4.2.4. In 2018, the All Party Parliamentary Group (APPG) for Eye Health and Visual Impairment took the unprecedented move to raise concerns around eye health services directly with the NHS twice in 2018. Firstly in March, to raise concerns around barriers to accessing NHS Sight tests in two vulnerable groups – those with learning disabilities and the homeless; and thereafter in June with their report ‘See the light: Improving capacity in NHS eye care in England’ which highlights the challenges nationally with ophthalmology services delaying and cancelling time-critical appointments, resulting in some patients not receiving sight saving treatment and care when they need it. This has resulted in people experiencing avoidable sight loss, fear, loss of independence and impaired well-being. These interventions by the APPG made recommendations to address challenges felt by patients with eye health and sight problems. The Greater Manchester Local Eye Health Network is responding to these recommendations within our work programmes to ensure our patients continue to receive high quality care.

### **4.3. Learning Disabilities**

- 4.3.1. The past year has seen the Local Eye Health Network finalise development of a Framework for Transforming Eye Health Services for people with Learning Disabilities, led by SeeAbility. The framework makes two major recommendations to ensure access to eye care via sight tests for people with Learning Disabilities in the community and special schools.
- 4.3.2. Greater Manchester became the first health and social care system in England to implement an enhanced sight test scheme for Learning Disabilities in the community across the whole system, thereby reducing inequality of access for this vulnerable group via a supported pathway. Of the people seen in this scheme 15% had never had a test before and 56% had not had a test in over 3 years. This pilot scheme is a person-centred service supporting people with Learning Disabilities - helping to improve quality of life and support retaining their independence. The Greater Manchester Local Eye Health Network is working to support further developments together with the 100 day challenge outlined in the Greater Manchester Learning Disabilities strategy (July 2018).

#### **4.4. People with Dementia and their carers**

- 4.4.1. Through delivery of the GM Dementia Friendly Pharmacy Framework we have at least 2,500 dementia friends in the community pharmacy teams in Greater Manchester.
- 4.4.2. Similar commitment to this strategic priority for Greater Manchester has been adopted by the LEHN and LDN.
- 4.4.3. The Dementia Friendly Dentistry toolkit aims to improve the general experience of those attending the dental practice living with dementia and their carers, by improving the understanding of dementia and making simple adjustments within the dental practice. The toolkit also provides guidance to primary care clinicians for the planning of dental care for people living with dementia, with prevention messages key to the tailored plans for patients. All dental practices across GM have received a copy of the toolkit and the LDN continues to provide a rolling programme of training to support implementation.

### **5.0 NEXT STEPS**

#### **5.1. Workforce**

- 5.1.1. The Primary Care Workforce Strategy development and delivery for wider primary care (non-GP) is being led by the LPNs, each developing their respective professional areas.
- 5.1.2. It is recognised that because of the complexity of the pharmacy teams and how they interact with our population it is appropriate to consider the whole pharmacy workforce and how this needs to adapt to deliver a competent, resilient and sustainable workforce for the future. Pharmacy has progressed this area of work through a workshop in September with participants from all sectors of pharmacy, including the Manchester Pharmacy School.
- 5.1.3. Similarly, the dental workforce is diverse and local service development under the Local Dental Network encourages the use of skill mix in dental practices, such as dental therapists and dental nurses with extended duties. Both nationally and locally it has been raised that there is a shortage of dentists, some of this is due to a cultural change in working patterns. In Greater Manchester we are currently undertaking a survey to assess both the current and future workforce gaps.
- 5.1.4. The delivery of Primary Eye Care Service Framework (PECSF) core extended services has required the upskilling of practitioners, which has been supported by the LEHN working with the Optometry Advisory Group

(sub-group of Primary Care Advisory Group). Eye health workforce development is being progressed through the Optometrists Independent prescriber programme, in conjunction with Health Education England.

- 5.1.5. The workforce strategy development work is being underpinned by wide engagement which will continue so that a robust strategy and implementation plan is delivered, ensuring that patients receive the best possible support from their primary care teams across every sector of the professions. The workforce strategy for dental, pharmacy and optometry will be finalised by December 2018. This will be incorporated with the General Practice Workforce Plan to provide a complete Primary Care Workforce Strategy.

## **5.2. Greater Manchester Medicines Strategy**

- 5.2.1. A Greater Manchester Medicines Strategy has been developed which sets out a five year vision to achieve the “safe, efficient, effective use of and research into medicines to enable the best possible outcomes”. There are a number of areas where the GM Pharmacy Strategy overlaps with the Medicines Strategy and the Pharmacy LPN has been identified as the lead for implementation of a number of the work streams identified in the Medicines Strategy. Progress with the implementation of the Medicines Strategy is to be monitored through the Pharmacy LPN steering group. An update of this work, as it progresses, will be provided in a future LPN report.

## **5.3. Clinical Pathway Developments**

- 5.3.1. Through the engagement of the Local Dental Network, Greater Manchester was the first part of England to include oral health within the Diabetes Strategy. The Local Dental Network is now focussing on the development of further clinical pathways for priority patient groups whose wider healthcare is specifically impacted by their oral health. These pathways will include frailty, dementia and cancer patients amongst others.
- 5.3.2. Through the Greater Manchester Primary Eye Care Service Framework, the Local Eye Health Network has identified cost-effective best practice implemented within various localities. Discussion is now taking place for this Primary Eye Care Service to be scaled across Greater Manchester, enabling our patients to access services where they work, shop or care for a family member. It includes the ability for optical practices to manage minor eye problems in primary care as well as carry out additional diagnostics and shared decision making to support patients to avoid unnecessary visits to hospital. This will also support releasing capacity in hospital eye services and prevent delays in time critical care and thus avoiding sight loss. Implementation of the Greater Manchester Primary Eye Care Service

Framework is integral to eye health transformation in Greater Manchester and a key strategy over the coming year.

## **6.0 LOCALITY AND NEIGHBOURHOOD DEVELOPMENT**

6.1. The contribution of community pharmacy, optometry and dentistry, working alongside general practice, is key to the neighbourhood working approach for our local population. The work of the LPNs provides significant opportunity for improved and efficient patient care within our local care models. The LPNs continue to seek to engage with commissioners and providers across Greater Manchester to ensure these opportunities are best afforded within local delivery of care.

## **7.0 RECOMMENDATIONS:**

7.1. The Health and Care Board is asked to:

- Continue support of the Local Professional Networks programmes of transformation.
- Note the ongoing work of the LPNs to embed initiatives locally into the emerging models of care to the benefit of patients.