

Whole System Approach to Working at Scale: Tackling Cardiovascular Disease in the North of England

Introduction

Cardiovascular disease (CVD) outcomes are significantly poorer across the North England than in other areas of the UK.

Initially, in September 2017, Public Health England (PHE) contacted Arm's Length Bodies (ALBs) and NHS England (NHSE) to work together to consolidate work and support for ICS/STPs (Integrated Care System/Sustainable Transformation Partnerships) around CVD.

Aims

This North region-wide approach intended to support the adoption and spread of best practice, providing a focus to accelerate improvement.

Bringing together all available resources and support offers from partners and ALBs by offering a multi team approach to support local ICS/STP implementation, thus enabling easier navigation of the CVD landscape.

Building system leader capability and connectivity to identify and implement change in their local area.



Methods

In March 2018 STP leaders agreed to prioritise atrial fibrillation, hypertension and high cholesterol across the north and identified a senior STP leader to drive and lead this work, with support from PHE, NHSE and ALBs.

Engagement with ICS/STPs included:

- A mapping exercise
- Six task and finish groups
- One north-wide CVD engagement event
- Engagement with ALBs via a bi-weekly virtual catch-up and planning calls

North of England CVD Development Framework

In 2018, the STP leaders and NHS Regional Directors across the North of England agreed to support a north-wide focus on evidence-based, at-scale CVD prevention, namely atrial fibrillation, hypertension and cholesterol. This region-wide approach aims to support the adoption and spread of best practice and provide a focus for accelerating improvement. Working together, ICS/STP colleagues, PHE, NICE, NHSE, British Heart Foundation (BHF), NHS RightCare and AHSNs (Academic Health Science Networks) have built and tested this development framework against which local areas and systems can self-assess and identify future priorities for action.

All ICS/STPs are at different stages and pages 2-5 set out the agreed standards for Emerging, Establishing and Excelling systems in four development areas:

- System leadership and prioritisation
- Atrial fibrillation—detection, diagnosis and treatment optimisation
- Hypertension—detection, diagnosis and treatment optimisation
- High cholesterol—detection, diagnosis and treatment optimisation

Recognising that improvement is an incremental process, page 6 allows ICS/STPs to record their priorities for development against each of these four areas.

Development Area	Emerging - All should be doing	Establishing - Good Practice (one of the most successful emerging)	Excelling - Going Further (Doing the very best of what is successful emerging & building)
System leadership and prioritisation	<ul style="list-style-type: none"> • CVD prevention identified as a priority for the STP plan • Senior leadership engaged in CVD work • Senior leadership engaged in CVD work • Senior leadership engaged in CVD work • Senior leadership engaged in CVD work 	<ul style="list-style-type: none"> • CVD prevention identified as a priority for the STP plan • Senior leadership engaged in CVD work • Senior leadership engaged in CVD work • Senior leadership engaged in CVD work • Senior leadership engaged in CVD work 	<ul style="list-style-type: none"> • CVD prevention identified as a priority for the STP plan • Senior leadership engaged in CVD work • Senior leadership engaged in CVD work • Senior leadership engaged in CVD work • Senior leadership engaged in CVD work
Hypertension Detection, diagnosis & treatment optimisation	<ul style="list-style-type: none"> • All mapping of existing hypertension services • All mapping of existing hypertension services • All mapping of existing hypertension services • All mapping of existing hypertension services 	<ul style="list-style-type: none"> • All mapping of existing hypertension services • All mapping of existing hypertension services • All mapping of existing hypertension services • All mapping of existing hypertension services 	<ul style="list-style-type: none"> • All mapping of existing hypertension services • All mapping of existing hypertension services • All mapping of existing hypertension services • All mapping of existing hypertension services

Development Area	Emerging - All should be doing	Establishing - Good Practice (one of the most successful emerging)	Excelling - Going Further (Doing the very best of what is successful emerging & building)
Atrial Fibrillation Detection, diagnosis & treatment optimisation	<ul style="list-style-type: none"> • All mapping of existing atrial fibrillation services • All mapping of existing atrial fibrillation services • All mapping of existing atrial fibrillation services • All mapping of existing atrial fibrillation services 	<ul style="list-style-type: none"> • All mapping of existing atrial fibrillation services • All mapping of existing atrial fibrillation services • All mapping of existing atrial fibrillation services • All mapping of existing atrial fibrillation services 	<ul style="list-style-type: none"> • All mapping of existing atrial fibrillation services • All mapping of existing atrial fibrillation services • All mapping of existing atrial fibrillation services • All mapping of existing atrial fibrillation services
High Cholesterol Detection, diagnosis & treatment optimisation	<ul style="list-style-type: none"> • All mapping of existing high cholesterol services • All mapping of existing high cholesterol services • All mapping of existing high cholesterol services • All mapping of existing high cholesterol services 	<ul style="list-style-type: none"> • All mapping of existing high cholesterol services • All mapping of existing high cholesterol services • All mapping of existing high cholesterol services • All mapping of existing high cholesterol services 	<ul style="list-style-type: none"> • All mapping of existing high cholesterol services • All mapping of existing high cholesterol services • All mapping of existing high cholesterol services • All mapping of existing high cholesterol services

Outcomes

- All ICS/STPs across the North of England have prioritised CVD: atrial fibrillation, hypertension and high cholesterol
- CVD Development Framework co-produced by PHE North, the CVD Task and Finish Group and completed by ICS/STPs across the North with the support of the PHE CVD Leads
- Each of the ICS/STPs in the North of England is, as a minimum, in the emerging category of the development framework with plans to progress
- 100% engagement from all ICS/STPs at task and finish groups
- Deep Dive completed for atrial fibrillation, hypertension and high cholesterol
- Healthy Hearts Website implementation progressing at pace across the North
- Development of peer support, sharing challenges and opportunities, developing trust and networks have all increased
- North CVD Task and Finish Group feeding in to National CVD work

Conclusions

- Peer review and support for all ICS/STPs
- Exchange and sharing of experience
- Coordinated support from all ALBs, organisations and ICS/STPs in one place for the ICS/STPs to access which:
 - * Reduced duplication of effort
 - * Supported accelerated implementation/change
 - * Allowed ICS/STPs to adopt and adapt. Directly adopted in some areas and adapted in others depending on the best fit for the ICS/STP
- Continued drive to maintain momentum with all partners
- Strengthening of the North of England voice
- Support for the adoption and use of DOACs (Direct Oral Anti-Coagulants)
- Hybrid adoption of the Healthy Hearts website
- Focused work on reducing inequalities around CVD prevention
- This work set the scene for rolling out the national priority initiative for atrial fibrillation, hypertension and high cholesterol

Next Steps

- Continuation and handover of the CVD support work to the two new NHS England/Improvement (NHSEI) regions in the north
- Linking with the national CVD prevention programme being led by NHSEI

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North East and North Cumbria	NHS RightCare
South Yorkshire and Bassetlaw	
West Yorkshire and Harrogate	

References

BHF analysis of NOMIS (Office for National Statistics) 2017 mortality statistics

Contact Information

Ann Burrows, PHE Lead for NHSEI — ann.burrows@phe.gov.uk
 Jennie Barr, Health Service Engagement Lead, BFH — barrj@bhf.org.uk
 Heather Mclean, Health Service Engagement Lead, BHF — mcleanh@bhf.org.uk