

▶ Wigan's SharetoCare
programme:
Executive summary



Information sharing in Greater Manchester: Wigan's empowered partnership approach to system wide data sharing initiatives

Background

Greater Manchester (GM) has led the way for devolution to local places¹ and aspires to do the same with information sharing. As a result, the devolved powers set out across a series of devolution agreements cover not only services such as health, transport, housing and skills, but also cross-cutting enablers such as governance and information sharing.

Information sharing is seen as fundamental to delivering GM's public service reform ambitions. A fact highlighted by the creation of GM-Connect - a new data commission whose role is to champion, co-ordinate, facilitate and deliver data sharing activity across GM - as a key enabler for integrated public service reform and devolution.

In this case study we focus on the role of information sharing in supporting health and social care integration, another area where GM is leading the way - with devolved control over integrated health and social care budgets since 1 April 2016. A key strand of GM's devolution ambitions, health and social care integration aims to deliver not only improved health but also improve wellbeing, reduce worklessness and support people back into employment as a result.

SharetoCare and healthcare reform in Wigan

The majority of local people's health and social care needs in Wigan are met by a small group of providers. Uniting these organisations are a number of strategic plans, shared objectives, and partnership governance structures, in particular the Wigan Locality Plan - 'Further, Faster Towards 2020'.² Shared objectives set out in the Locality Plan, include an ambition for a radical upgrade in population health and prevention, and plans to transform community-based care through the creation of a "wellness" organisation - the Wigan Integrated Care Organisation (WICO).³ A key enabler of the Locality Plan objectives and the WICO itself, is the Wigan SharetoCare Programme,⁴ led by the cross-borough Information Management and Technology (IM&T) partnership group.

Technology focused, but purpose-led, the SharetoCare programme aims to deploy technologies at scale which will offer local people greater control of their lives, their records and their care - supporting strategic priorities such as self-care and integrated working across Multi-Disciplinary Teams (MDTs) and localities. The SharetoCare programme is focused on using the existing Medical Interoperability Gateway (MIG) and Electronic Document Transfer (EDT) systems, to ensure that the right information is in the right place at the right time to support direct patient care.

In order to do this effectively, the SharetoCare programme involves not only the creation of a common set of information governance arrangements, but also establishing shared data management principles, digitisation and infrastructure development. By July 2016, the creation of a detailed care record had been deployed to 32 separate services and plays a crucial role in the programme. Services include extended GP practices, hospital-based mental health assessment and mortuary services.

¹ In April 2011, GM established the first combined authority in the country (GMCA), and has since agreed a series of devolution agreements with central government in 2014, March and July 2015 and most recently March 2016.

² 'Further, Faster Towards 2020' The Wigan Locality Plan for Health and Care Reform, October 2015 - www.wiganboroughccg.nhs.uk/your-ccg/improving-our-local-nhs/gm-devolution

³ The Wigan Integrated Care Organisation, Briefing Note, April 2016 - www.wiganleadership.com/storage/app/media/Wigan%20Council/The%20Wigan%20Integrated%20Care%20Organisation.pdf

⁴ Share to Care programme - for more information see www.wigansharetocare.nhs.uk

Aims and expectations

The aim of the SharetoCare programme is one of enabling integrated healthcare reform in Wigan by: "ensuring that the right underpinning technologies are in place to ensure staff and patients alike have access to the right information, in the right place and at the right time."⁵

Underpinning this aim, for information sharing to support reform, is a borough-wide IM&T strategy which supports:

- ▶ Flexible and shared working.
- ▶ Access to appropriate information to support the delivery of care.
- ▶ Better commissioning based on a better understanding of local populations.

Successes and challenges

Wigan SharetoCare has successfully gained the confidence of its partners and won public trust in the way patient data is accessed, handled and shared. The key reasons for the success of this approach are due to:

Leadership and strategic direction:

- ▶ A shared, whole borough vision and approach.
- ▶ Strong sponsorship and links with strategic plans.
- ▶ Contract-based information governance arrangements – reassuring GPs.
- ▶ Clarity of purpose – information sharing to benefit local people.

Communication and collaborative working methods:

- ▶ A shared, single SharetoCare brand communicating the benefits.
- ▶ A sense of empowerment among programme leads, and a desire to empower others.
- ▶ Clinician and patient involvement in agreeing the rationale for specific data sharing plans.
- ▶ Support for practitioners to develop information sharing ideas and business cases.

Wigan has undoubtedly been successful in engaging partners about the SharetoCare approach, getting buy-in from residents and convincing local leaders to trust the direction of travel. Yet they have encountered some challenges along their information sharing journey. Two key challenges being:

- ▶ Sustaining leadership endorsement of priorities.
- ▶ Managing differing levels of 'digital maturity' across the system.

More detailed explanations of how the successes were achieved and the challenges overcome are available in the full case study available online by visiting:

www.informationsharing.org.uk/GM

⁵ SharetoCare Programme Wigan Borough IM&T Enabling Group Corporate Governance Committee 2015/16 Year End Update April 2016.

Key learning

Wigan SharetoCare is a powerful example of how much can be achieved by a small group of dedicated information governance leads who understood the importance of focussing on the 'people aspects' of their information sharing plans from the outset. Key learning from this includes:

- ▶ **Importance of trust** - for the Wigan IM&T group their whole SharetoCare journey was about gaining trust: getting patient and GP buy-in and making sure that all partner organisations understand that the Wigan SharetoCare brand means that healthcare agencies will share information appropriately and manage risk effectively.
- ▶ **Proactive approach to consent and communication** - whilst consent to share information for the purpose of direct care isn't legally required, the team in Wigan always felt strongly that the opt-in model was a crucial element in establishing public confidence in the system, with the support of a proactive approach to communicate the model to local people.
- ▶ **Building relationships** - by repeatedly asking for consent, the group hope to be able to strengthen and move forward their relationship with the public and use these developed relationships as a platform from which to start more complicated conversations about information sharing, for example about data sharing for purposes beyond direct care.
- ▶ **Early engagement of GPs** - the Wigan IM&T group understood early on that the GP record was seen as the most stable, mature, up to date and detailed source of patient data. It was therefore vital to bring Wigan practices on board early on, to establish confidence in the system, and encourage others to join the programme.
- ▶ **Managing risk** - Wigan Borough CCG indemnifying practices against claims of illegal sharing was an important step to provide an extra level of protection in the system – especially important where GPs share with private organisations operating under the NHS badge.

- ▶ **Locally focused, partnership approach** - a 'whole borough' approach helped to underpin the entire SharetoCare journey, enabling local leaders to communicate the key message that this was a Wigan driven information sharing solution for the people of Wigan.

- ▶ **Step by step** - pragmatism has also been a key component of the Wigan approach, with a focus on taking incremental practical steps and learning from this, allowing confidence to build.

Next steps

Wigan's focus on gaining patient's trust and confidence is not just about supporting delivery of the SharetoCare programme now, but also a planned approach to building the strong foundations for future development. These plans include:

- ▶ Widening access to shared care record - continued roll out of access to the detailed care record to more locations and services, such as integrated nursing and end of life care.
- ▶ Developing two-way flows of patient records - with all 63 GP practices successfully signed up to SharetoCare, and starting to see the benefits of this approach, the SharetoCare programme team are now exploring two-way flow of records, for instance by allowing hospice records to be viewed by GPs (as well as hospice staff being able to see GP records).
- ▶ Empowering patients - enabling patients to access their own records is a key next step to further empower patients, and improve public confidence.

Find out more

To find out more about our work in GM visit www.informationsharing.org.uk/GM