

Meeting of NHS Board
30 January 2019

Lanarkshire NHS Board
Kirklands
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**Systemic Anti-Cancer Therapy Future Service Delivery
Service plan update – Progress position for SACT delivery**

1. PURPOSE

To update NHS Lanarkshire Board members on the progress of SACT Future Service Delivery model for NHS Lanarkshire

To approve	<input type="checkbox"/>	To endorse	<input type="checkbox"/>	To note	<input checked="" type="checkbox"/>
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2. ROUTE TO THE BOARD

This paper has been:

Prepared	<input checked="" type="checkbox"/>	Reviewed	<input type="checkbox"/>	Endorsed	<input type="checkbox"/>
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By the Director of Acute Services / Deputy Chief Executive.

3. SUMMARY OF KEY ISSUES

NHS Lanarkshire is working towards the development of a model of care that is congruent with 'Achieving Excellence' including a cancer unit with outreach facilities. This in line with the agreed regional strategy and is in recognition of the need to ensure safe and sustainable services whilst meeting the increasing demand for Systemic Anti-Cancer Therapy (SACT). Key areas of risk have been identified and are being actively managed. There are no governance issues to be highlighted to the Board at this time.

Lynn Mack, Cancer and Haematology Service Manager will attend the meeting to provide a presentation.

4. STRATEGIC CONTEXT

This paper links to the following:

Corporate Objectives	<input checked="" type="checkbox"/>	LDP /AOP	<input checked="" type="checkbox"/>	Government Policy	<input checked="" type="checkbox"/>
Government Directive	<input checked="" type="checkbox"/>	Statutory Requirement	<input type="checkbox"/>	Local Policy	<input type="checkbox"/>
Urgent Operational Issue	<input type="checkbox"/>	Other	<input type="checkbox"/>		

5. CONTRIBUTION TO QUALITY

This paper aligns to the following elements of safety and quality improvement:

Three Quality Ambitions:

ITEM 17B

Safe	<input checked="" type="checkbox"/>	Effective	<input checked="" type="checkbox"/>	Person Centred	<input checked="" type="checkbox"/>
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Six Quality Outcomes:

Everyone has the best start in life and is able to live longer healthier lives; (Effective)	<input checked="" type="checkbox"/>
People are able to live well at home or in the community; (Person Centred)	<input checked="" type="checkbox"/>
Everyone has a positive experience of healthcare; (Person Centred)	<input checked="" type="checkbox"/>
Staff feel supported and engaged; (Effective)	<input checked="" type="checkbox"/>
Healthcare is safe for every person, every time; (Safe)	<input checked="" type="checkbox"/>
Best use is made of available resources. (Effective)	<input checked="" type="checkbox"/>

6. MEASURES FOR IMPROVEMENT

Based on the key issues to be addressed through the service redesign required to support the transition to a single site and local outreach services, the following points will be taken as measures for improvement within the service;

- Improving access to prompt chemotherapy delivery that is stratified to a more person centered approach to care
- Improving outcomes for patients in line with national standards/outcomes
- Improved patient experience with an improved patient journey
- Continued development of the non-medical workforce with a sustainable SACT workforce with which supports new models of working
- Meeting cancer waiting time standards

7. FINANCIAL IMPLICATIONS

Associated building works to the accommodation are built into the Capital Plan.

8. RISK ASSESSMENT/MANAGEMENT IMPLICATIONS

A risk assessment has been carried out and current risks are identified in the paper.

9. FIT WITH BEST VALUE CRITERIA

This paper aligns to the following best value criteria:

Vision and leadership	<input checked="" type="checkbox"/>	Effective partnerships	<input checked="" type="checkbox"/>	Governance and accountability	<input checked="" type="checkbox"/>
Use of resources	<input checked="" type="checkbox"/>	Performance management	<input checked="" type="checkbox"/>	Equality	
Sustainability	<input checked="" type="checkbox"/>				

10. EQUALITY AND DIVERSITY IMPACT ASSESSMENT

An Equality and Diversity Impact Assessment has been completed

Yes *Please say where a copy can be obtained* No *Please say why not*

11. CONSULTATION AND ENGAGEMENT

This change was considered consulted on in Achieving Excellence.

12. ACTIONS FOR THE BOARD

The NHS Board is asked to:

Approve	<input type="checkbox"/>	Endorse	<input type="checkbox"/>	Note	<input checked="" type="checkbox"/>
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The Board is asked to

- To note the progress update, and receive assurance that identified risks are being managed appropriately.

13. FURTHER INFORMATION

For further, more detailed, information, or clarification of any issues in this paper, please contact:

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Systemic Anti-Cancer Therapy Future Service Delivery

Purpose of briefing paper

To update NHS Lanarkshire Board Members on the progress of SACT Future Service Delivery model for NHS Lanarkshire, as part of the implementation of Achieving Excellence. To advise the Board of any governance risks and to assure the Board that arrangements are in place to manage these.

Background

NHS Lanarkshire is working towards the development of a model of care that is congruent with 'Achieving Excellence' including a cancer unit with outreach facilities. This is in recognition of the need to ensure safe and sustainable services whilst meeting the increasing demand for Systemic Anti-Cancer Therapy (SACT).

Current Service

The NHS Lanarkshire SACT service is currently delivered at the 3 acute hospital sites: Medical Day Bed Unit at UHW and the Oncology Day Units at UHH and UHM where the overall service has sufficient physical capacity to meet demand. However, the workforce model requires to be reprofiled to meet increases in capacity and ensure compliance with CEL30 2012 (Safe Use of SACT).

SACT services in Lanarkshire revolve around visiting consultants from the Beatson Oncology Centre who provides an outpatient service in Lung, Breast, Upper GI, Colorectal and Urology. Within these clinics, many of the patients are new or follow-up patients who attend for the administration of SACT; for the five main tumour types (breast, lung, colorectal, upper gastrointestinal (GI), urology cancers). Patients with all other tumour types, regardless of Board of residence, attend the Beatson West of Scotland Cancer Centre (BWoSACC) for treatment.

The transition to a single site with the opportunity of supplementary local outreach services will improve access to prompt chemotherapy delivery that is stratified to a more person centred approach to care along with the opportunity to delivery supportive treatment, such as blood transfusions closer to home.

New Service Delivery Model

The business case has been endorsed by both local and regional coordinated work to model future predicted demand for SACT and service provision. These include; workforce review, evaluation and redesign of patient pathways underpinned by guidance of best practice at local, national and international level. This work has also been affiliated with the on-going nationally shared pharmacy aseptic dispensing programme since the outset to ensure alignment of Pharmacy Aseptic Dispensing strategy in the West of Scotland.

Planning within a phased approach will enable the implementation of the changes required within the current service thus enable a transition over time towards the single site, maintaining continuity of services to patients through a safe, effective and person centred approach to care.

Risks

Risks currently identified are:

Risk Type	Risk	Mitigation
Finance	There is a risk that there may be unknown costs that could make the project unaffordable and unviable.	<ul style="list-style-type: none"> • Project controls for financial governance via Cancer Management Team
Workforce	There is a risk that the non-medical workforce required to support SACT delivery will not be available in time.	<ul style="list-style-type: none"> • Opportunities taken to access additional funding through national funding e.g. Cancer Waiting times to support training for non-medical prescribers • Match skills and workforce to patients needs • Staff being developed / recruited where appropriate
Cancer Waiting Times Performance	There is a risk that during the transition cancer waiting times might be adversely impacted.	<ul style="list-style-type: none"> • Clear patient pathways • Robust tracking and escalation to the multi-disciplinary team • Monitoring framework in place
Increased Demand	There is a risk that demand increases significantly either from an increased detection/incidence or new treatment regimes.	<ul style="list-style-type: none"> • Collaborative working with other projects to maximise available clinical space for treatment • Close working with WoS Regional Horizon Scanning Group

Board Members Assurance

Within the service redesign the team have actively considered and mitigated against key areas of risk. These risks are principally around future proofing the service in terms of demand and ensuring workforce pressures are managed.

Action for the Board

The Board is asked to note the report.