

Capacity & Demand Diagnostic Leading to the Development of Future Model of Care - Oncology Services, Lancashire & South Cumbria

1. Situation

In Lancashire and South Cumbria there was a mixed model of Oncology provision leading to a variance in standards, an inability to consistently provide cover for issues such as long-term sickness and maternity leave and a gap in understanding the exact need for oncology provision and the agreements that are in place across Lancashire and South Cumbria.

In addition, the need to manage an increasing number of patients outside of hospital care and transform service delivery toward community based models means that it is important to understand the role that oncologists and the wider related staff group (e.g. clinical nurse specialists) play in following up patients.

Clinical consensus was that oncology provision is under-resourced as well as likely to benefit from a review of how the service is provided and delivered to:

- Maximise patient and service outcomes
- Operational productivity and efficiency
- Value for Money and commissioning return on investment.

In September 2014, the NHS IMAS IST Team submitted a document and made recommendations which included a diagnostic of capacity and demand requirements for service delivery, and a plan for future service provision.

Key drivers for change are:

- Clinical safety, ensuring highly skilled and valuable resources are deployed in appropriate areas at appropriate times;
- The need for a greater level of consistency and standardisation in the delivery of Oncology services across the footprint;



- To deliver a clinical service which aligns specialty demand and activity assumptions, optimum clinical productivity, efficiency (income/growth/savings) and transformation opportunities;
- Aligns to the NHS Five Year Plan and more closely;
- Establishment of a new model of care for Oncology and the subsequent service transformation of the pathway.

2. The Task

Integral Health Solutions were engaged to undertake a diagnostic of the 'current state' of Oncology Services in Lancashire and South Cumbria (4 Acute Trusts and 9 CCGs cover the footprint and 'Healthier Lancashire') and develop a report that includes:

- Current Capacity and Demand Diagnostic (Oncology and Acute Oncology Provision)
- A report on the current MDT Quoracy Issues and any further issues raised from Peer Review.

This would then enable the organisations to develop a new model of care for Oncology.

3. Action

Our Methodology

Our team undertook a four-stage approach:



Stage 1

Stage one focused on obtaining all base data available to establish the 'current state' position of Oncology Services, such as financial data, contracting documentation, operating plans and Key Performance Indicators.

Stage 2

Stage two involved engagement (face to face structured diagnostic interviews) with key stakeholders from all organisations in the footprint, in order to validate our findings and perform a 'deep dive' in the areas of Finance and Activity, Governance, Clinical Quality & Assurance and Workforce. Following these sessions an initial risk assessment was undertaken and diagnostic findings were prioritised.

Stage 3

On the completion of all the interviews a detailed assessment and evaluation of all findings, observations, strategies and plan, both quantitative and qualitative was undertaken in order to be able to present back to the client the themes and strategic options which could be built into their future care model.

Stage 4

Final report was submitted to the client.

4. Results – what we have achieved

The Challenge

One of the key challenges was the number of stakeholder organisations involved in the project, and although majority wanted to work collaboratively to support the future vision behaviours were often colloquial; driven by their own organisation's financial pressures and resources.

Our Solution

To help improve collaborative working and gain 'buy in' into future vision key stakeholders from each of the organisation participated in a joint workshop to:



- Explore Service Vision, Aims & Objectives and how it fits with them, their organisation and the needs of the patient
- Share insight from the Interviews and Data Analysis
- Share and Agree Priority Areas
- Explore Future Model Design Requirements



Outputs

The final report included a number of recommendations for the organisations to take forward:

- To deliver the new model of care by a Provider Network/Alliance – a single collaborative commissioning arrangement should be developed to increase the commissioning capacity and focus on cancer services, with the authority to act on behalf of all commissioners.
- Development of a Deeper Shared Purpose – common set of aims and objectives, vision and aspiration to be developed
- Negotiation of Oncology Support SLAs – negotiated using an ‘open book’ accounting approach
- Development of a Network Wide Finance Workforce and Facilities Cancer plan

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