

# Specialised Urological Cancer Surgery Services in Essex

A Report for the Essex Joint HOSC September 2016.



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Prepared by: NHS England SCT Midlands and East (East of England)

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# 1 Project Update

## 1.1 Project Background

- In 2013 responsibility for commissioning a specialised urological cancer surgery service came under the remit of NHS England Specialised Commissioning Teams
- A new national service specification for the service was published, this reflected national commissioning guidance (Improving Outcomes Guidance IOG) published by NICE in 2002
- 2013/14 the Specialised Commissioning Team (SCT) took a stocktake of all specialised services in the east of England and found that the specialised urology services in Essex did not meet the minimum population requirements cited by the national guidance
- Clinical Model for Essex discussed with National Clinical Reference Group (CRG)
- SCT advised by the CRG that a single site service was appropriate for the Essex population as current population requirements for this service is at least 1 million, and also noted that future service requirements are likely to be higher

## 1.2 Project Progress to Date

- Service model as advised by the CRG was agreed with stakeholders
- A service description (service criteria) was written by and agreed by stakeholders. This document reflected national guidance and also described a local networked service to meet the needs of the population
- NHS England SCT engaged with the Joint HOSC about the project and were advised to inform the public about the project
- A public information leaflet was produced and a series of public information events were arranged to give background explanation and information about the project to members of the public.
- NHS England also engaged with individual patients who had experienced the service first hand, this survey helped with an understanding of the patient's own experience and what aspects of the service were most valued. The findings of this survey will be fed into the project implementation.
- A Senior Oversight Group was formed. Senior representatives from every acute hospital trust in Essex, every CCG in Essex and NHS England are represented on this group set up to oversee the project and process
- The Senior Oversight group agreed the project process as set out by NHS England
- All providers were invited to express an interest in providing the service
- Two of the Essex hospital trusts submitted bids to host this centre and provide the service for specialised urological cancer surgery in the county:
  - Colchester Hospital University NHS Foundation Trust
  - Southend University Hospital NHS Foundation Trust.
- Expert Panel recruited, bids and background information sent to the panel

- Expert Panel visits and assessments took place on the 13<sup>th</sup> and 14<sup>th</sup> June 2016
- Expert Panel made a recommendation that the proposed service at Southend was best placed to deliver the county wide specialised urological cancer surgery single site service in Essex
- The Senior Oversight Group (Senior representation from all providers and CCG's in Essex) agreed that the panel had fulfilled their remit and endorsed the recommendation

### **1.3 Project Next Steps**

NHS England is meeting with the Joint HOSC to share their proposals for the next steps in the project:

- NHS England decision making process
- Continuing public engagement
- Project implementation

#### **1.3.1 NHS England Decision Making process**

NHS England will be asked to make a decision on the site of the specialised surgical service following consideration of the expert panel recommendation and project progress at their meeting on the 20<sup>th</sup> September 2016.

There will be immediate notification of this decision to all of our stakeholders these include:

All Providers and CCG's in Essex, Essex MP's, Essex Healthwatches, Essex HOSC Officers, Patient Groups, Clinician Groups and individuals requesting information. We will communicate with the Essex Success Regime (ESR) and ensure any stakeholder communication is aligned with their ESR communication processes.

#### **1.3.2 Further Public Engagement**

Once a final decision is known further public engagement is planned, the recommendation that a single site service based in Southend will mean a change in service provision for those people in the north of the county and it is important to seek comments on how we can minimise the impact of the proposed service change and influence pathway development and service delivery. Looking at the practical and operational considerations of running this specialist surgical service is an important part of this engagement and we are seeking comments and thoughts about how we can make the proposed new service as accessible and appropriate as possible for patients and their families.

We will be asking specifically for views and thoughts for improving access to this single site service ensuring that people have access to the right care at the right time. These views will be fed to the implementation team to ensure that where possible the proposed new service reflects the views and needs of all stakeholders.

We plan that this engagement will run between October and December 2016 and will make use of the following:

**Circulation of Public Information** - We will circulate a public information sheet informing the public how to give their views and comments about this proposed service change.

**E-mail contact** - We will encourage direct e-mail contact

**By Post** – we will provide a postal address for those that prefer to post comments to us

**Twitter** - People will be able to Tweet us

**Public events** - We will encourage attendance at planned public events which will take place between October 2016 and December 2016 throughout Essex.

**Visits/meetings with local patient groups** - We will encourage individuals and groups to contact us and ask us to join a meeting being held between October 2016 and December 2016.

### 1.3.3 Project implementation

The Senior Oversight Group are meeting on the 16<sup>th</sup> September to plan project implementation, this will include the following:

- Agreeing terms of reference, membership and accountability of the implementation group
- Commencement and activities of the Specialist MDT (SMDT) this will ensure a consistent clinical pathway for all patients
- Agree what constitutes local care and specialised care and ensure that local care is delivered locally
- Undertake a change impact assessment, this will include financial impact and the impact on workforce
- Undertake an Equality Impact Assessment on the new service
- Oversee the public engagement process to ensure patient comments and views are fed into the new service to enable co-production of the service.
- Discuss implementation of the suggestions and comments from patients that participated in the Lived Experience Survey

In the initial phase of the project implementation NHS England will seek assurance that all surgical intervention will take place under the governance of the Specialist MDT. In January –March 2017 it is anticipated that the surgical work will start to transfer to the single site and this transition completed by the end of March 2017. The contract for the Specialised urology cancer surgery service will commence with the single provider from the 1<sup>st</sup> April 2017.

### REVISED PROJECT TIMELINE

6 <sup>th</sup> July 2016	Panel recommendation to be endorsed by the Senior Oversight Group	SCT	Completed
6 <sup>th</sup> July 2016	Stakeholder Communication re recommendation	SCT	Completed
4 <sup>th</sup> Aug 2016	Update to Regional Executive Management Team	RA	Completed

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Aug/Sept 2016	Further stakeholder engagement planning	SCT	In progress
Aug/Sept 2016	NHS England assurance testing	SCT	In progress
6 <sup>th</sup> September	Joint HOSC meeting To endorse NHS England plan for further stakeholder engagement and project implementation plans	SCT	In planning
16 <sup>th</sup> Sept 2016	Senior Oversight meeting to plan project implementation and agree membership of implementation group	SCT/CCG's and providers	In planning
20 <sup>th</sup> Sept	Regional Executive Management Team Asked to make a final decision on the site of the specialised surgical service following consideration of the expert clinical panel recommendation and project progress.	SCT	In planning
20 <sup>th</sup> Sept	Stakeholder Communication re decision of single site, ensuring alignment with the Essex Success Regime (ESR) communication process.	SCT	Not started
Oct/Nov/Dec	Implementation group convenes and oversees the following activities <ul style="list-style-type: none"> <li>• Commencement and activities of the Specialist MDT (SMDT)</li> <li>• Ensuring a consistent clinical pathway for all patients</li> <li>• Change impact assessment to include financial and workforce</li> <li>• Equality impact assessment</li> <li>• Public engagement process to ensure co-production of the service</li> </ul>	SCT/CCG and providers	In planning
Oct/Nov/Dec 2016	Stakeholder engagement commences and will feed into the implementation plans throughout this period	SCT/CCG and providers	In planning
Dec 2016	Analysis and summary of stakeholder engagement and evaluation of implementation process	SCT	Not started
Dec 2016	Update to Regional Executive Management Team	SCT	Not started
Dec 2016	Update to Joint HOSC if requested	SCT	Not started
Jan-March 2016	Project implementation continues, it is anticipated that all surgery taking place will be governed by the SMDT, before transfer of work begins.	SCT/CCG and providers	Not started
Q1 2017/18-	Specialised urological cancer surgery service contract commences with the provider.	SCT/ Provider	Not started