

The Scottish Cancer Network

Uniting National Networks for Cancer in Scotland

Authors

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Aim

The 2020 National Cancer Plan aspires to achieve equitable access to cancer care across Scotland.

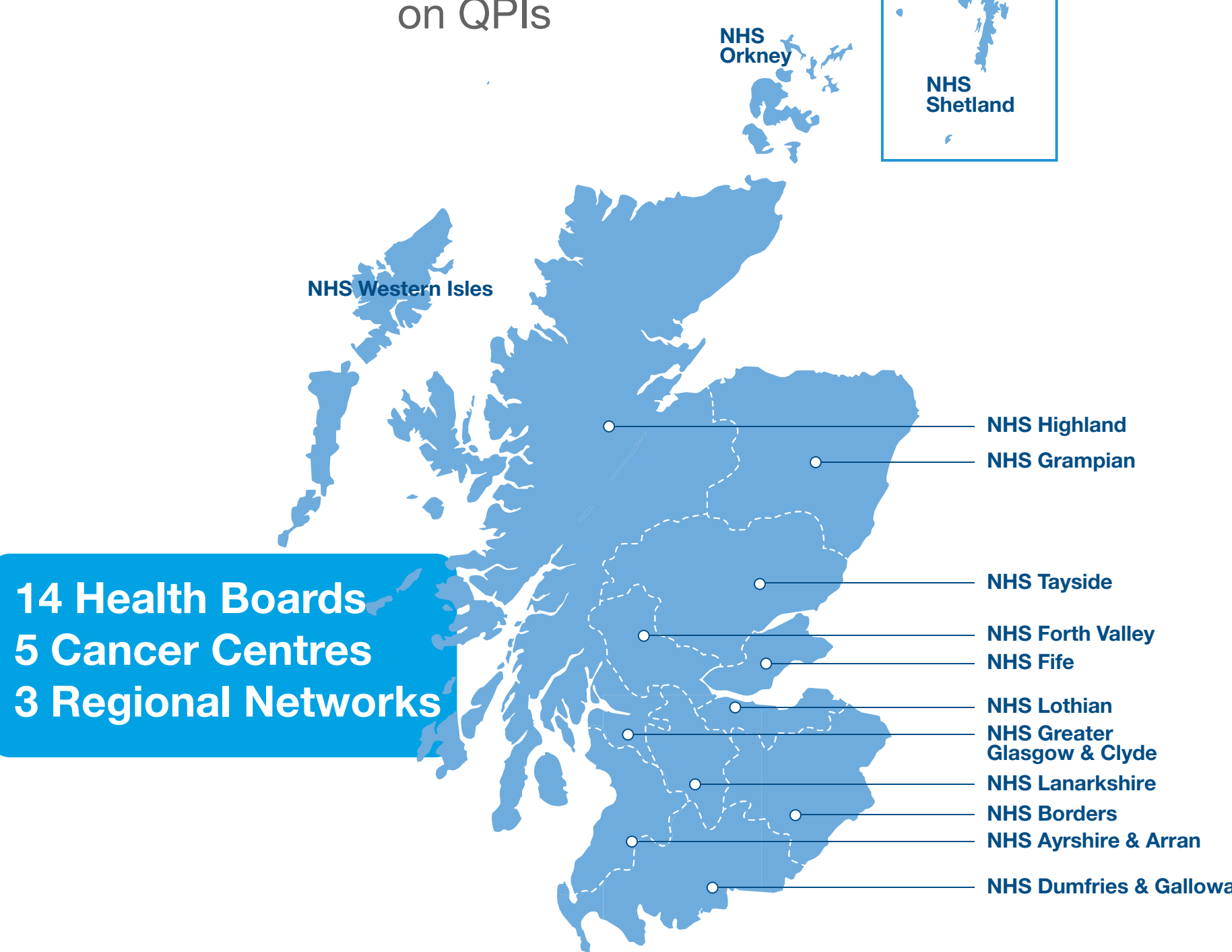
The national strategy aims are to:

- Adopt a 'Once for Scotland' approach, where appropriate, to cancer services.
- Create smoother and more efficient patient pathways.
- Integrate innovative solutions to cancer services.

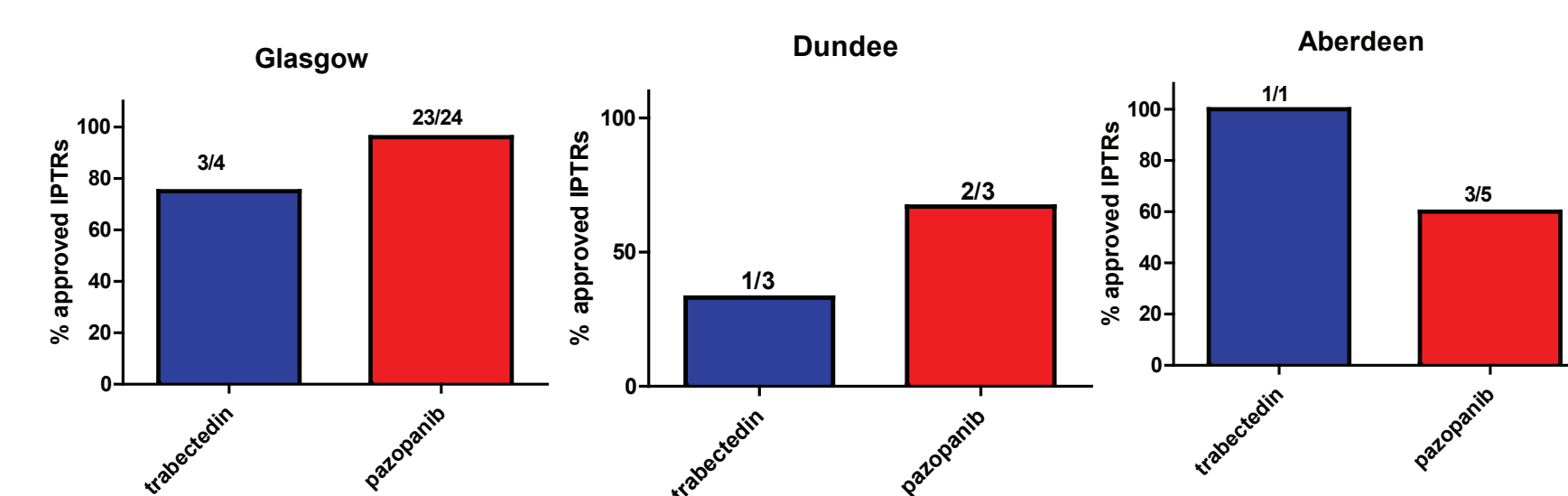


Challenges and baseline

- Variation
- Inequity
- Geographical challenges
- Challenges around governance and escalation – impacts on QPIs



"The opportunity for cross-working and knowledge sharing, and you can create a bigger 'voice' for smaller, less well-known cancers."

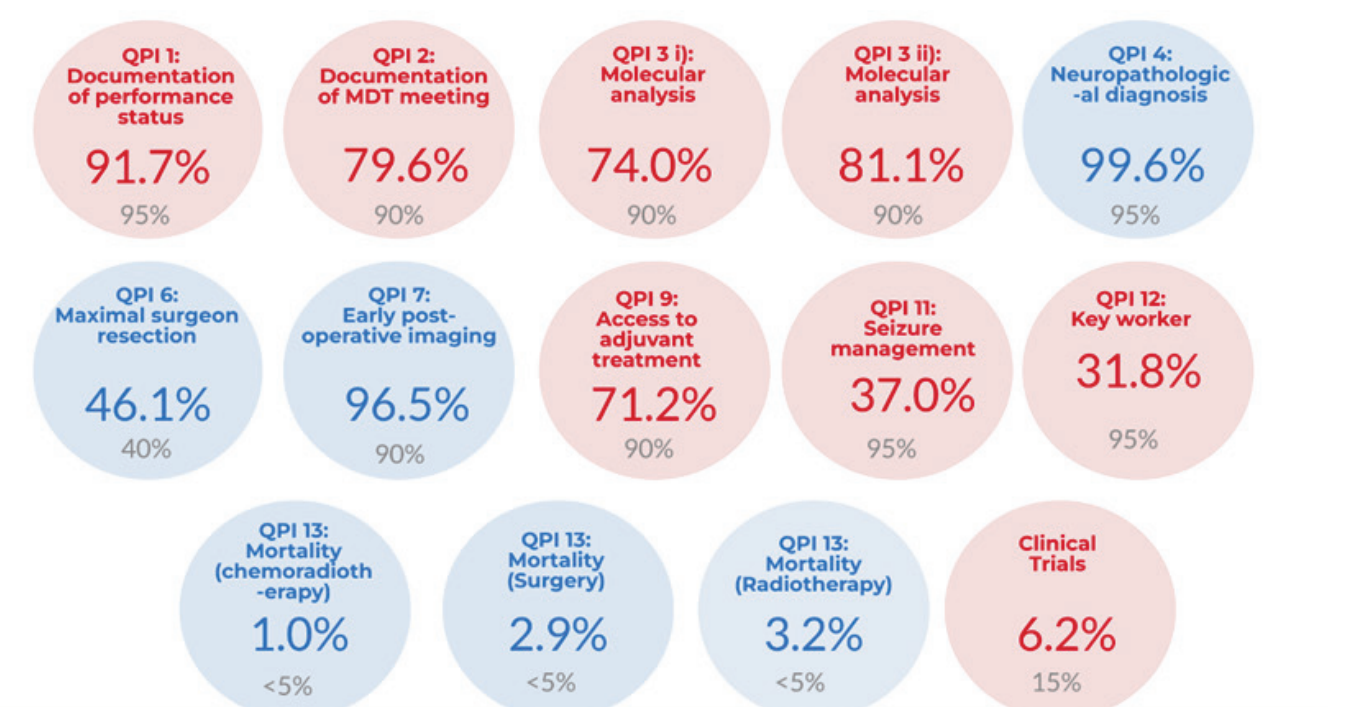


Differential access to individual patient drug requests according to area

Brain/CNS Cancer QPI Overview

Patients diagnosed between 1st January - 31st December 2020

Quality Performance Indicators



Quality performance indicators: challenges in meeting defined standards varying by area across Scotland: inequity by geography

Success so far

- An 'As Is' report; wide reaching research as part of a 'discovery phase'
- A 'To Be' report; providing an ambition and blueprint for the future
- Two new networks adopted
- A core support & management function is in place; a continuous improvement journey has begun
- A coherent national reporting line through NHS NSS
- Investment in Business Intelligence; quality, timely, digestible data will support continuous improvement and an evidence base for future improvement projects
- QPIs for the Thyroid Network are in development
- Lead Clinicians now have a forum to connect, share, learn, and support each other
- There is capacity to support improvement projects – a flagship innovation project is in progress; Pancreato Hepatocellular Cancer Pathway Improvement Project (PHCC PIP)
- Criteria for the future is in development

The following are now managed, supported and governed as a collective:

- Scottish Adult Neuro-Oncology Network
- Scottish Hepatopancreatobiliary Network
- Scottish Sarcoma Network
- Scottish Mesothelioma Network
- Scottish Thyroid Cancer Network

We also work in collaboration with the Children & Young People Cancer Service Network.

What is a National Managed Clinical Network (NMCN)?

"linked groups of health professionals and organisations from primary, secondary and tertiary care, working in a co-ordinated manner, unconstrained by existing professional and Health Board boundaries, to ensure equitable provision of high quality clinically effective services throughout Scotland"

'...concerned with those diseases or services which are so rare or specialised that it only makes sense to organise them on a Scotland-wide basis.'

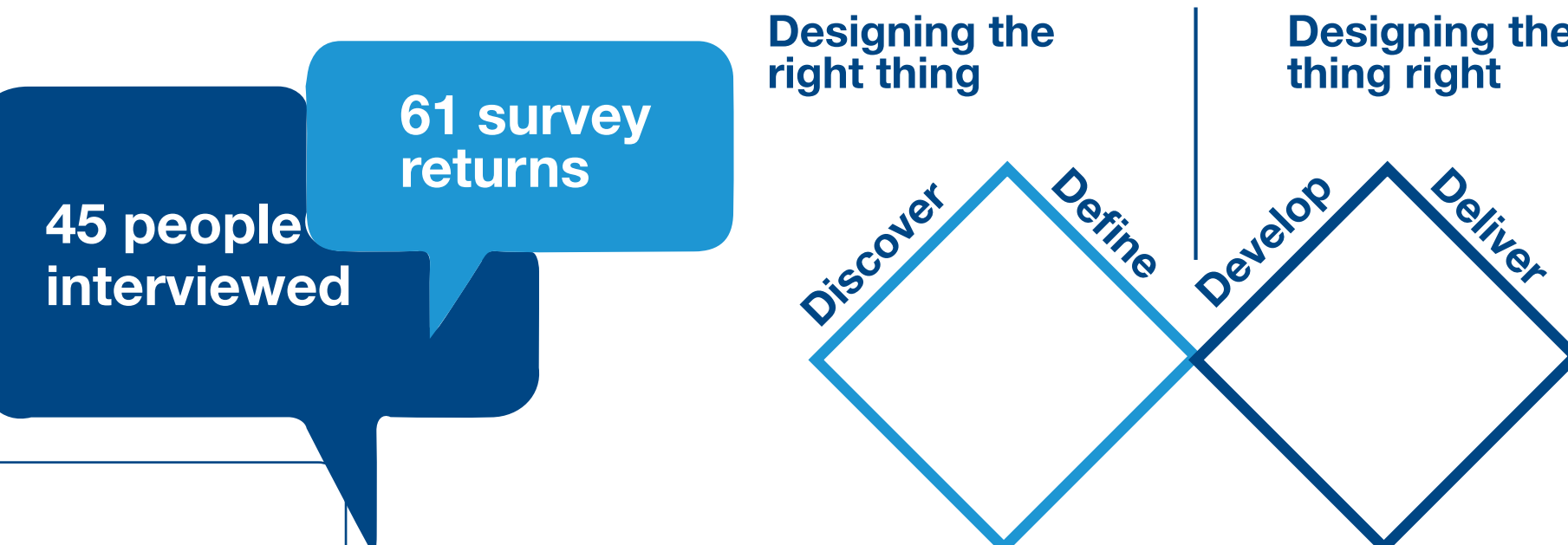
Management Executive Letter NHS MEL (1999)10

Opportunity

The establishment of the Scottish Cancer Network provided the opportunity to look at the cancer NMCNs. It came with a remit to oversee and drive improvement of existing NMCNs for cancer and to adopt similar national network approaches for other tumour sites that may benefit. Including:

- Establishing 2 new networks
- Aligning all 5 national networks
- Providing the capacity for improvement & innovations
- Designing a process/criteria for assessing new areas to become networks

Method



To design the future model, the SCN utilised the Scottish Approach to Service Design. This included:

- Online survey to all network members
- Document gathering and analysis
- Business analysis interviews on operational aspects
- Research interviews on user needs and attitudes

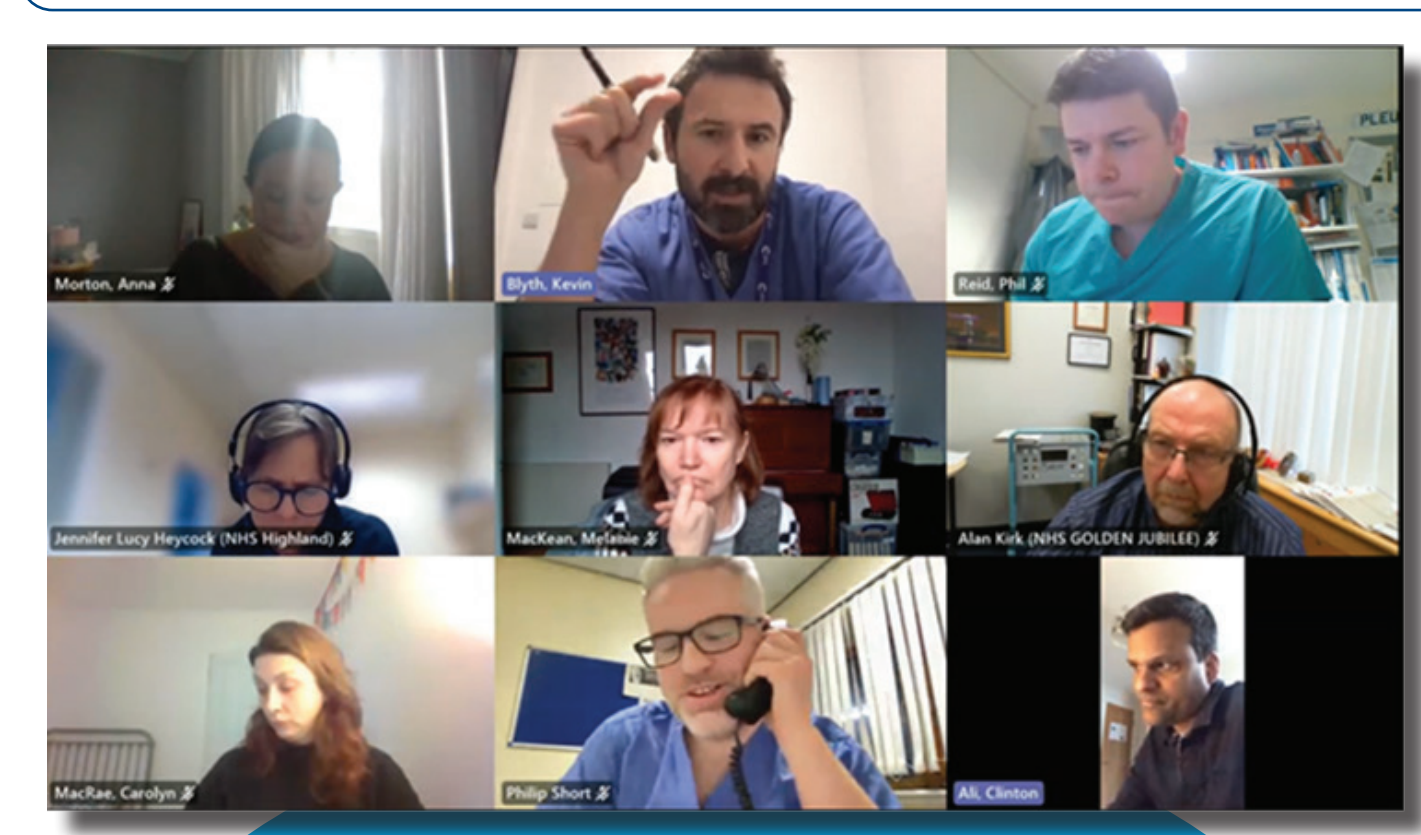
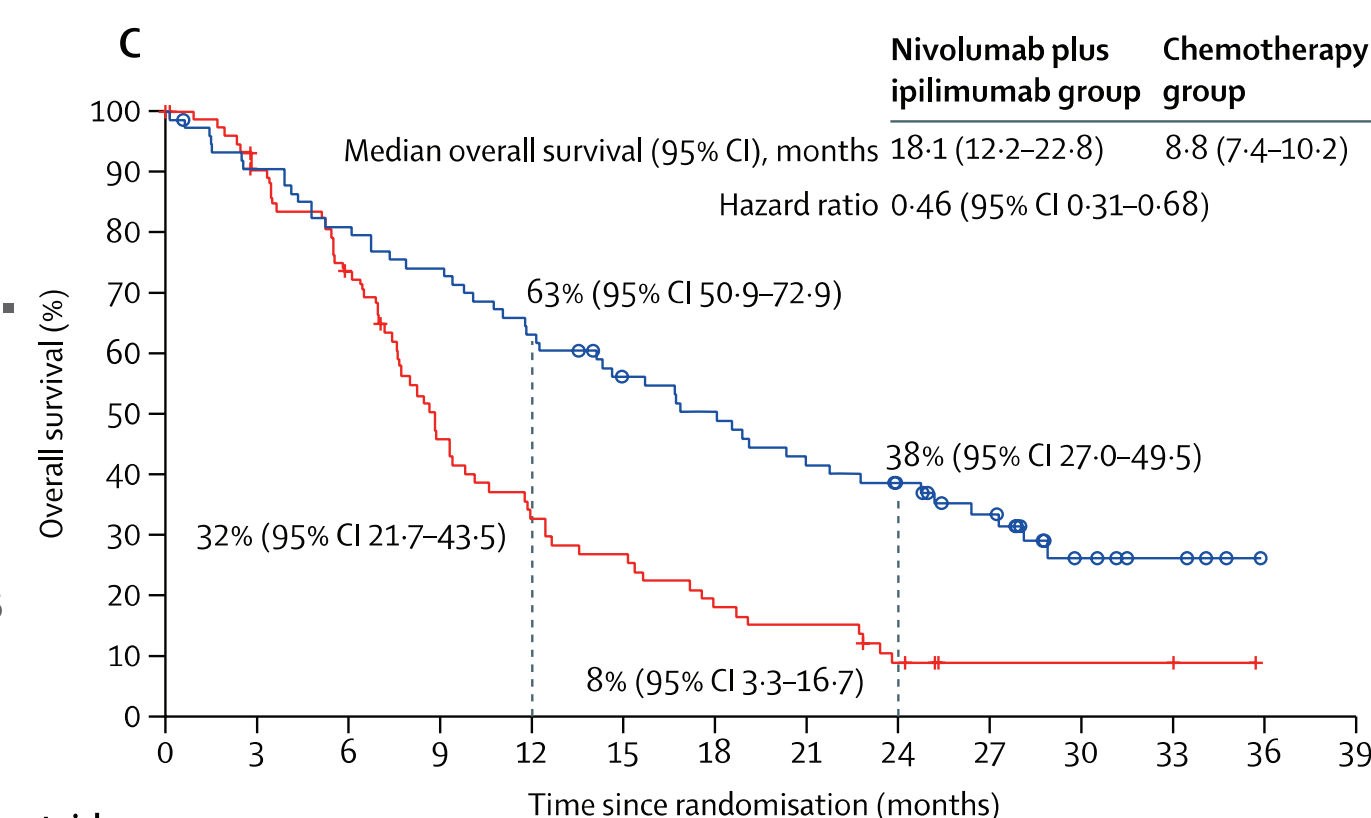
"It puts patient-centred care at the forefront and looks at cancer services in the form of access and quality of care. Supports much needed improvements to cancer care."

Findings and insights

The discovery phase confirmed key values of networks to clinicians: sharing knowledge, expertise and best practice, and opportunities for learning.

It identified opportunities to:

- Create stronger links to strategic groups
- Improve performance management and quality assurance
- Improve and make better use of data
- Improve access to clinical trials
- Improve national MDTs
- Better share resource, knowledge and best practice
- Connect people across professional and geographical boundaries
- Provide clarity on escalation processes, routes and thresholds
- Strengthen governance
- Improve support including recruitment, and the induction of Clinical Leads
- Keep building on communications including websites, events, and new tools such as Microsoft Teams
- Further develop patient resources, support, and voice



"Creating opportunity for collaboration across regional boundaries. Facilitating meaningful conversations on patient care, service redesign and implementing change and innovation. Bringing people, teams, organisations together."

"A Once for Scotland approach for treating cancer - knowing that my patients will be getting treatment that is benchmarked against the rest of the country, working to eliminate geographical variation across Scotland. Greater team working across geographical sites - access to a wider range of opinion amongst colleagues."

References

The Scottish Government: Recovery and redesign: cancer services - action plan. 2020. ISBN 9781800044166, Managed Clinical Networks: supporting and delivering the healthcare quality strategy, CEL 29 (2012), The Scottish Government; Scottish Approach to Service Design, 2019