The London Sarcoma Service

Achieving Excellence Together

Strategy

2019 – 2023
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Introduction

Welcome to this document introducing a programme for improvement which is shared by the whole of the London Sarcoma Service. I have been privileged to see the evolution of sarcoma care provided between our two Trusts and other partners over the past 25 years to reach what can be rightfully claimed to be a world-renowned service. Here we have set out a direction to look forward.

Achieving Excellence Together describes the strategic vision of the London Sarcoma Service for the next 5 years. We will use this document as a framework to inform our annual Work Programme which will detail how we will work to meet our objectives.

We believe that Achieving Excellence Together is a timely and necessary response to:

- A year-on-year increase in demand for our service
- The disappointing patient experience reported nationally by those with sarcoma
- Constraints on resources to deliver our service
- Changes to national strategy and commissioning described in the Sarcoma Service Specification due to be activated in 2019
- The challenges of sustaining our workforce
- Our ambition to constantly improve through innovation
- Our wish to meet our patients’ expectations

There are undoubtedly very many challenges facing the health care professionals working in every field and our sarcoma service is no exception. We hope that this document will assist all those working in the service to successfully meet those challenges.

Jeremy Whelan

Lead Clinician, The London Sarcoma Service
Our Current Service

is the largest sarcoma service in the UK
• over 5500 referrals per annum
• over 150 bone sarcomas diagnosed per annum
• over 450 soft tissue sarcomas per annum

provides comprehensive care to patients with bone and soft tissue sarcoma at all sites in people of all ages including investigation, treatment, follow-up and rehabilitation

Is a multiple site service, including specialist teams at Royal National Orthopaedic Hospital, University College London Hospitals, Royal Free Hospital and Royal Brompton Hospital

is a central part of the London and South East Sarcoma Network, developing pathways and guidelines in conjunction with the Royal Marsden Hospital to serve a population of about 14 million
Our Mission

To provide the highest standard care to all patients with sarcoma and related diseases while advancing knowledge in the field to improve outcomes.

Our Values

**Expertise**
the highest level of diagnostic, investigative and treatment expertise

**Safety**
care which is safe at all times

**Partnership**
the provision of care with utmost consideration and honesty, in partnership with patients and families, with other health care providers

**Improving**
the constant pursuit of improvements in care through audit and research, in collaboration with other key caring agencies

We also share the values of our host Trusts.
A Sustainable Service

We believe the sustainability of our service will be improved if we pay attention to all our resources, financial and especially people.

Finance

- We will understand as much as possible about the financial balance of our service
- We will seek ways to work cost-effectively and take responsibility for understanding our resources
- We will seek opportunities for addressing price concerns for sarcoma services with NHS England

Workforce

- We will develop and maintain a succession plan for key clinical staff
- We will encourage professional development and training for all staff
- We will create opportunities to train new expert sarcoma clinical staff
- We will work with respect and consideration with our colleagues and work as a team to support each other

Referral Base

- We will seek ways to engage and communicate across the network with patients and professionals to
  - provide updates on the service
  - facilitate access to the service
  - respond to feedback

Multiple Site Working

- We will recognise our particular challenge of working from separate sites and working with other clinical teams including Royal National Orthopaedic Hospital, Royal Free Hospital, Royal Brompton Hospital
- We will work on seamless transitions for patients who need care at more than one partner site.
A Well Governed Service

Our service should be well-governed to provide high quality, safe care in which patient and staff experience is prioritised.

Taking responsibility for our practice

• We will work with NHS England Specialist commissioners, NICE and other policy boards to improve sarcoma services
• We will engage in service development through our management structure, executive meetings, regular service meetings and away days
• By 2020 we will have a comprehensive plan for responding to the new sarcoma service specification within our service, supporting the SAG and engaging in national forums
• We will ensure our meeting arrangements meet the needs of our service

Being Safe

• We will have sufficient, high quality staff in place to deliver care safely to all our patients
• We will promote a culture of openness and honesty within our service, encouraging the reporting of incidents and transparent discussion in order to learn from them
• We will treat patients in the most timely way, including within national and local target times
• We will review deaths in line with national directives

Learning

• We will develop ways of learning from our practice through better review of incidents, regular discussion of illustrative cases, learning from near misses and learning from performance data
• We will seek ways of learning from other services
• We will expand through our Practice Improvement Notification process by sharing our learning into the network and in conjunction with local providers and local governance arrangements
• We will capture and review data about incidents

Evidence - based practice

• We will expand our guideline library and ensure robust processes for guideline review and dissemination
• We will seek opportunities to work with others on guideline development
Prioritising Patient Experience

By ensuring our service is patient-centred at all times, we believe both patient and staff satisfaction will be maximised.

Involving patients

- We will encourage patient involvement in as many aspects of our service as possible

Listening to patients

- We will make use of evaluation and feedback from the National Cancer Patient Experience Survey, complaints and incidents, our ‘patient listening events’ and patients’ stories

Assessing needs

- We will offer all of newly diagnosed patients a Holistic Needs Assessment directing them to support services as needed
- We will complete a treatment summary for all our patients
- We will signpost patients to appropriate health and wellbeing events
- We will make sure patients have access to best supportive and palliative care through liaison with primary, community and palliative care services
- We will promote and encourage awareness of clear referral and diagnostic pathways within our network
- We will ensure that patients are aware of how to access (and re-access) CNS support
- We will ensure that patients have expert clinical review in MDT

Information and Resources

- We will regularly review our information provision across the service, encouraging individualised and tailored information where possible

Quality of Care

- We will ensure that all patients have access to research and clinical trials where available
- We will provide our clinical staff with access to quality education events/study days/conferences to keep up-to-date with the latest treatments and innovations
- We will disseminate sarcoma information amongst wider services e.g. chemotherapy team and ward nurses
- We will promote joint learning and sharing knowledge within and beyond our sarcoma network
Outcome-driven Improvement

Knowing as much as possible about our service will guide us to areas for, and ways of achieving, improvement.

Ways of working

• We will collect, review and utilise information about our service, including:
  New referrals
  New diagnoses
  MDT activity
  Outpatient and inpatient activity
  Treatment
  All unexpected deaths
  30 day mortality rates for chemotherapy, radiotherapy and surgery
  Difficult cases for learning and change
  Complaints
  Breaches and near misses
• We will use our annual away day to reflect on and review our service

Data collection and validation

• We will continue to utilise and develop our database for prospective data collection centred on the MDT meetings for service needs and research purposes
• We will continue to collect and validate our Cancer Outcomes and Services Dataset and update our data collection processes in line with the national release of new versions of the dataset.
• We will review and understand published datasets including NCRAS data and validate against our internal data.
• We will share outcome data internally within our service at research and audit meetings, and with the wider network at SAG meetings and externally on our websites and newsletters

Future

• We will evaluate and decide on future provision of Infoflex across the service after the introduction of new integrated patient management systems (EPIC/EHRS) at UCLH.
• We will aspire to regularly report outcomes of patient treatments including local control and overall survival. We will work towards this in future data collections to allow us to look at outcomes for defined sub-populations
A Research-focussed Service

We aim to integrate research in as many aspects of our service as possible, from applying new knowledge to our practice through to conducting clinical and translational studies of all types.

Clinical Research

• We will maximise opportunities for patients to participate in clinical trials for sarcomas, including early innovative therapy and later phase trials, radiotherapy and surgery studies and including referral to other centres
• We will seek to enhance our links with organisations including the NIHR/Wellcome UCLH Clinical Research Facility (Early Phase Trials Unit, NIHR Experimental Cancer Medicine Centre) and the CRUK/UCL Cancer Clinical Trials Centre
• We will work to increase access to novel therapeutics for children, teenagers and young adults in collaboration with the ‘Innovative Therapies for Children with Cancer’ (ITCC) and NCRI CCL Novel Agents Subgroup

Pathology and biobanking

• We will take every opportunity to integrate advances in molecular diagnostics into our service
• We will work to ensure our service is responsive to developments in molecular analytics such as whole genome sequencing and any opportunities to improve treatments are made available to our patients
• We will support tissue banking at diagnosis and, when appropriate, at recurrence for our patients

Translational Research

• We will seek to maximise translational research activity
• We will concentrate on integrating research activity from bench to bedside by inclusion of clinical teams and agreeing working procedures
Learning, teaching ourselves, teaching others

Our service will be better if we improve our knowledge base and teach others. We can pass on our expertise through training. Promoting our service will help sustain it.

Education, Training, Fundraising and Publicity

• We will maintain regular educational meetings
• We will continue to develop our clinical database allowing us to analyse comprehensive outcomes
• We will create opportunities to teach about sarcoma within and outside of our service
• We will promote opportunities for fundraising
• We will make better use of and have more accountability of patient donations to our service
• We will encourage and utilise clinical fellow posts to allow us to increase our research activity
• We will promote our service through newsletters, our website and at national and international conferences