

ST GEORGE'S & MACMILLAN

Cancer Care Partnership for Patient Experience



Delivering outstanding care everytime
for people affected by cancer

ST GEORGE'S CELEBRATION EVENT BROCHURE

It's been a pleasure and a privilege for our organisations to work in partnership.



ACKNOWLEDGEMENTS

We would like to thank all those individuals across St George's and Macmillan Cancer Support involved in the partnership, for their support and time. Partnership working has enabled us to explore innovative ways to provide better care for patients with a cancer diagnosis. In particular, we would like to thank the programme board for their guidance; Dr Owen Carter, Macmillan GP and Cancer Clinical Commissioning Lead for his continued enthusiasm and expert advice; the Royal College of Nursing for their collaboration and the Wimbledon Foundation for hosting the programme's celebration event.

Most importantly, we want to thank all the people affected by cancer who ensured that we put them at the centre of the programme initiatives.

Finally we would like to recognise the significant contribution that Macmillan Merton has made in raising funds for both the Ambulatory Oncology Care Unit and Support Workers.



Macmillan Cancer Support has invested over £1.7m since 2015 to improve the experience of people being treated for cancer at St George's – a specialist centre.

We are both very proud that the four elements of the programme - Patient and Public Involvement, Macmillan Support Workers, the Ambulatory Oncology Care Unit and the Surgery School - have improved the experience of people affected by cancer.

Patient and Public Involvement has given patients the chance to be included in their own care and planning of services.

The six Macmillan Support Workers have been vital in helping people navigate the complex health and social care system. It's wonderful to see the positive difference they are making to the lives of people living with cancer.

The outstanding Ambulatory Oncology Care Unit helps people see the right specialists sooner and be treated without staying overnight in the hospital, whilst the Surgery School has enabled people to better prepare for, and recover from, surgery.

We are both heartened by what we have achieved together, and look forward to cementing our partnership.



Lynda Thomas
Chief Executive
Macmillan Cancer Support



Jacqueline Totterdell
Chief Executive
St George's University Hospitals
NHS Foundation Trust

OVERVIEW

of the Macmillan programme

St George's University Hospitals NHS Foundation Trust is a leading provider of cancer care in south west London. It provides a full range of cancer services to more than 4,000 patients each year in the local community as well as to some regional and national patients.

We wanted to build on improvements we'd begun to make following disappointing results of the National Cancer Patient Experience Survey (NCPES), which measures the emotional and practical experiences of patients with cancer during their care pathway. With this in mind, St George's and Macmillan Cancer Support launched a partnership in 2015 to improve the experience of patients with cancer and their families throughout their treatment at the Trust.

The three year partnership programme, which runs through to the end of December 2018, put patient co-design at its heart. People affected by cancer, St George's staff, local community representatives, primary care and Macmillan Cancer Support, came to a workshop to identify and agree the priorities for the duration of the programme. The focus of the partnership was to improve the experience of patients from diagnosis through treatment and beyond cancer by improving physical surroundings and increasing the availability of Clinical Nurse Specialists.

The combined expertise of the collaboration has enabled healthcare professionals at St George's and in the local community to listen to the voice of people affected by cancer and work alongside them to improve their experience of care.

We have achieved this through four projects:

Redesigning the Acute Oncology Service (AOS) has given cancer patients rapid access to specialist care when they experience serious side effects or complications from their cancer or cancer treatment. This has been achieved through the development of the Ambulatory Oncology Care Unit and improved communication between GPs in the community and the hospital.

The Surgical Pathway Experience project has ensured patients with a cancer diagnosis who need surgery are treated with dignity and respect by implementing the Macmillan Values Based Standard. Improved patient experience has been achieved by introducing a programme to enhance the skills of surgical nurses who look after patients with cancer, and 'surgery school' for patients.

The appointment of **Macmillan Support Workers** has improved the availability of Clinical Nurse Specialists to address patients' complex needs and improve their experiences. By supporting patients to navigate the complexities of the health and social care system throughout their cancer treatment, the Macmillan Support Workers have freed up time for the Clinical Nurse Specialists to provide improved patient centred and holistic care.

A patient experience programme couldn't be successful without the participation of people affected by cancer. **The Patient and Public Involvement (PPI)** project has increased patient engagement and involvement across cancer services at the Trust, and influenced and supported the patient voice across all the different work streams in the programme.



REDESIGNING THE ACUTE ONCOLOGY SERVICE (AOS)

The Acute Oncology Service (AOS) gives cancer patients rapid access to specialist care when they have serious side effects from their treatment or complications from their cancer. It also provides support to medical teams with the management and investigations of patients who are thought to possibly have a diagnosis of cancer.

Many cancer patients present with symptoms to the Emergency Department (ED), where they are seen, assessed and subsequently referred to a specialist oncology team for review. A large proportion of these patients are admitted to hospital unnecessarily and later discharged by the reviewing specialist oncologist.

The Ambulatory Oncology Care Unit (AOCU) has been developed to support patients who are unwell but could probably be seen, treated and sent home on the same day. This dedicated unit offers prompt assessment and treatment, so that cancer patients receive the right care, at the right time, in the right place. Patients are seen by healthcare staff who have the skills and experience in treating their disease, which can reduce the time patients spend in hospital.

Improving the experience of patients

The cancer journey from diagnosis to treatment can be an anxious time for patients. The new service helps to avoid unnecessary admissions and reviews through the Emergency Department, or having to wait for

an outpatient appointment. This can make a potentially difficult time easier for patients and their families.

The AOCU specialist staff provide high quality, co-ordinated care to patients they know. Many patients can avoid the Emergency Department and be treated without the need for an overnight stay in hospital.

To support the Acute Oncology Service, a website has been developed to provide information and signposting for patients, staff and GPs. It can help patients and their families to manage their care more effectively, and patients have been involved throughout the development of the website to ensure that it meets their needs. It gives clinical staff at St George's the access to guidance they need to make the right treatment and referral decisions, based on symptoms, side effects or complications. GPs can gain a better understanding of the service and how to access it and make referrals. Healthcare professionals also have access to the Acute Oncology Services Handbook developed alongside the website.

“Developing the AOCU has been a journey with many challenges, teething problems, and unexpected hurdles along the way. Seeing the end result; a service that delivers for both the patients and for the department, has made that journey worthwhile and an achievement for all those who worked diligently to make it come to fruition. When we hear our patients describe how positive it has been for them, it is both heart-warming and real incentive to continue on a path of positive change.”



Dr Mehran Afshar
Consultant Oncologist,
Clinical Lead for AOS



“Quick contact direct to oncology specialists for help and advice. Ambulatory oncology is a superior service compared to ED, which can be slow in dealing with issues and very stressful. I experienced both services.”

Patient



“The AOCU has been an essential part of my care over the last year and prevented so many ED visits during my treatment. It has also given me the confidence to manage my symptoms with over the phone advice. I don't know how we would have managed without Dal, Jess and Amelia – they go above and beyond every day.”

Andrew, Patient

“My overall experience in the unit was excellent. I am happy I didn't have to go to ED because my immune system is low and I would worry about the length of time I would have to spend in the waiting area.”

Patient



6 MINS

The average wait for patients from arrival to being seen on AOCU is six minutes



The average length of stay for patients on AOCU is two hours eight minutes

94%

of patients rated their care on AOCU as excellent and 5.6% as good

Surgical Pathway Experience project

re

ENHANCING CANCER SKILLS FOR SURGICAL NURSES PROGRAMME

Surgical Pathway Experience project

Providing compassionate care for patients with a cancer diagnosis requires knowledge, skills and confidence. Nurses working in a busy surgical setting were asking for guidance on how to provide greater emotional support to patients with cancer. They felt this would also help them develop coping strategies to build resilience and to feel more in control.

St George's and Macmillan Cancer Support approached the Royal College of Nursing (RCN) to develop an exciting educational programme for surgical nurses that would develop their skills and competences in communicating with people affected by cancer.

The vision was based on RCN and UK Oncology Nursing Society (UKONS) learning frameworks for cancer nursing. It is integrated with the Macmillan Values Based Standard which promotes a way of working through identifying practical behaviours that health professionals can apply on a day-to-day basis. This improves the experience of healthcare for both patients and professionals.

Work-based learning

The four month enhancing cancer skills programme builds on the existing knowledge and abilities of the nurse to care for patients with cancer in the surgical setting. Rather than using more traditional teaching methods, the participants experience a variety of teaching strategies that enable them to benefit from the wealth of expertise at St George's. The first group of nine nurses will have experienced classroom learning, e-learning through relevant websites, reviewing literature and using simulation to develop communication skills by the end of the programme.

To consolidate their learning the nurses compile a portfolio of evidence, complete quizzes, write a patient case study, develop a service improvement project plan based on the Macmillan Values Based Standard, and reflect on their practice.

Initial feedback from the participants is that they feel better supported in their role and more able and confident to take decisions and actions that enable them to provide person centred care. For one of the nurses, this meant she tried to ensure that the patients understood everything that was being said to them on a ward round. The opportunity to sit in on clinic appointments and multidisciplinary team meetings supports a better understanding of the patient pathway, particularly when the nurses subsequently see the patients on the ward. Highlights of the programme include using the simulation centre and interactive presentations from a patient and consultants from different specialities.

"I enjoyed having the real patient experience talk."

Dany,
Nurse participant



"I knew the programme was making a difference when a patient said – 'You've made the unbearable, bearable.'"

A participant



"Work-based learning offers fantastic opportunities for continuing professional development (CPD), as it can ensure that the learning is focused on the participants' learning needs and on the goals for the organisation, with an overarching emphasis on improving patient care. This project represents an excellent example of work-based learning in its true sense – learning in practice for practice."



Dr Anne Corrin,
Head of Professional Learning and Development, RCN

MACMILLAN SUPPORT WORKERS

Clinical Nurse Specialists (CNS) have always had a pivotal role in supporting people and their families after a cancer diagnosis. They support people living with the consequences of cancer and its treatments, and the uncertainty leading from a fear of recurrence. The National Cancer Patient Experience Survey results consistently highlight that access to a specialist cancer nurse improves the experience of patients.

The number of people diagnosed with cancer increases year on year, as does the demand on CNSs. The programme provided us with an opportunity to be creative in addressing this challenge and pilot the introduction of six Macmillan Support Workers. Working alongside the CNS, they have increased the amount of time CNSs spend on supporting patients with complex needs. In addition, they have improved the delivery of the recovery package, provided a single point of access for patients, improved coordination of care, and redirected patients to the appropriate service.

The response to the supports workers has been overwhelmingly positive. Mark, a Wandsworth resident in his 60s, was treated at St George's for prostate cancer. He's now in remission, but feels that having a support worker on the ward gave him more quality time with his CNS. He said: **"My CNS was marvellous and I really valued the contact we had. She had the time to go above and beyond her expert clinical role. After I was discharged she would continue to ring me at home to ask how I was feeling. It made such a difference."**

The outcome of the pilot led to a successful business case that has resulted in St George's embedding the support worker posts – which will be Macmillan adopted posts – and a further commitment from Macmillan Cancer Support to initially fund four further posts.

"A lot of a CNS's time can be spent on administrative tasks and so their specialist skills are not being used. We're delighted that the partnership appointed six motivated Macmillan Cancer Support Workers in urology, colorectal, haematology, lung, skin and upper gastrointestinal areas."



Janice Minter,
Macmillan Lead
Cancer Nurse



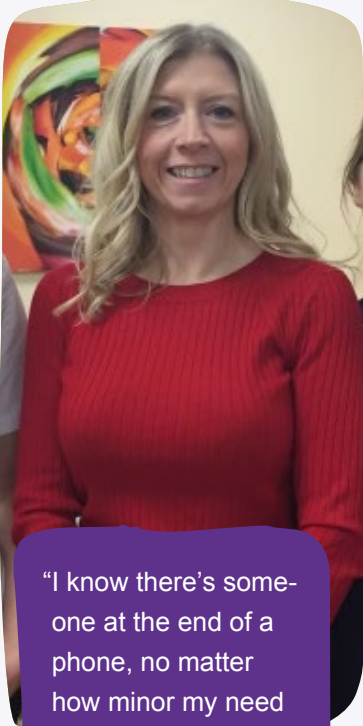
10 MACMILLAN
SUPPORT WORKERS
by January 2019



of increased direct
time by CNS

94%
of patients

given the name of
the CNS who would
support them through
their treatment



"I know there's some-
one at the end of a
phone, no matter
how minor my need
may be."

Nadine, Patient



"It is an integrated
team and I feel like
I have someone
holding my hand,
someone you can
always trust."

John, Patient



INVOLVING PATIENTS TO IMPROVE CANCER CARE

Patient and Public Involvement project

We wanted to improve how people affected by cancer can make a difference to our cancer services. Voice, our cancer patient and carer user group, was involved from the beginning of the programme and Voice members have influenced and contributed to all the different projects within it.

Voice is the main way for patients and carers to contribute their experience and skills. However, not everyone feels comfortable in more formally structured meetings so as part of the programme, we explored different ways of working. This has resulted in a model that offers a varied and flexible range of opportunities that reflect the availability, skills and experience of individuals.

Voice now reaches out to everyone affected by cancer treated at St George's. Signing up to membership of Voice is a way of keeping in touch with new developments in cancer services, events, activities and involvement opportunities. We want patients to influence and support patient-centred cancer services by sharing their views on what works and where we can make improvements.

The Core Voice Group discusses the interests and needs of the broader Voice membership and plans activities. Voice continues to develop under the umbrella of the Macmillan Information and Support Centre, and guidance of the Macmillan Lead Cancer Nurse.

Sharing experiences

We have found a way of communicating that engages the interest of patients at any stage of their cancer pathway and does not feel threatening. The Core Voice Group developed a newsletter and the first issue of 'Cancer Connect – The St George's newsletter for people affected by cancer' was published in summer 2017. Winter and summer issues are emailed to Voice members and copies are available in key cancer areas in the hospital.

Patients and carers have been able to share their cancer experiences, with each other and staff, at Voice Listening events. The ideas and suggestions about what we do well and what can be improved has had a real impact on our cancer services. Patients feel listened to, and staff learn from hearing patient experiences outside the clinical setting.

A strategy document outlining our vision for involving people affected by cancer will help ensure it becomes integrated into day-to-day activities within cancer services. This is supported by a toolkit that provides practical guidance for staff wanting to work with patients and carers.

"The positive effect of involving patients to develop and refine the projects has reinforced the desire of both myself and that of my fellow Voice members to work with St George's to improve the patients' experience."



Sue, Chair of Voice





CanChat

"Patients attending Voice listening events always mentioned how good it was to talk to other cancer patients and carers. This led to Voice trying to set up a service at St George's for people who have been a cancer patient, carer or family member. In early 2019, there will be a telephone service called CanChat. Managed by the staff in the Macmillan Information Centre, the service will be provided by volunteers who have experienced a cancer diagnosis, either themselves or their family. They will be fully trained and available to talk to any caller who would like to chat with complete confidentiality about non-clinical issues. The initiative has the support of both St George's and Macmillan Cancer Support."

Voice



131 


Patients and carers
have attended
Listening events



10 PATIENTS
have been members of
Macmillan programme
steering groups

1500

1500 CANCER CONNECT
newsletters distributed



Royal College
of Nursing

In partnership with

MACMILLAN
CANCER SUPPORT

St George's University Hospitals
NHS Foundation Trust



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