The East Midlands Cancer Alliance (EMCA) Briefing Note

30 September 2020

For the attention of EMCA board members, accountable officers, CEOs, cancer managers and cancer leads in CCGs and trusts:

The East Midlands Cancer Alliance (EMCA) Board met on 14 September 2020 via MS Teams to review the work and progress of the partner organisations in the EMCA. The meeting was chaired by Richard Mitchell CEO Sherwood Forest Hospitals NHS FT Trust. The Board has representation from the five East Midlands ICS/STPs from both commissioning and provider organisations. It also has representatives from specialised commissioning, primary care, Public Health England, Health Education England, Macmillan and CRUK.

The Chair acknowledged the significant efforts and resilience of both EMCA and STP colleagues during COVID-19, particularly in working to restore cancer systems and supporting STPs with the continued delivery of the cancer transformation programme.

Regional Cancer Board 25/08/20

Members of the Board were appraised of items from the Regional Cancer Board. The Regional Cancer Board is responsible for monitoring cancer performance across the region, overseeing the work programme of the cancer alliances and monitoring the progress of delivery. Areas of discussion at the Board on 25 August 2020 were response to Covid-19, restoration of screening services, cancer performance, targeted lung health check programme, primary care, prevention and finance.

COVID-19 has had a significant impact on third sector and charitable organisation fundraising resulting in constraints and the loss of funding for key programme roles within the cancer system. Despite these funding challenges the Alliance will continue to develop pathways and embed good practices, where additional funding is not an issue and has advised cancer systems to see alternative funding where possible to progress key programmes of work.

Primary Care Transformation and Primary Care Networks

The Board received an update from Dr Pawan Randev regarding the East Midlands Cancer Alliance Primary Care Transformation Group in supporting the Primary Care Networks (PCNs). The aim of the group is to support delivery of the 2028 ambition of 75% of people being diagnosed with cancer at stage 1 or 2. Patients diagnosed early, at stages 1 and 2, have the best chance of curative treatment and long-term survival, and Primary Care Networks (PCNs) are a big driver to support achievement of the national ambitions. The Board noted the strong case for priority investment to support early and faster diagnosis.

Primary Care has been incentivised through Quality and Outcomes Framework (QOF) and the PCN Directed Enhanced Service (DES) for Cancer. These 2 key initiatives will support the increase in uptake of bowel, breast and cervical screening programmes; ensure safety netting processes are in place to detect cancer early; and communities of practice to spread learning and adoption of impactful interventions

The Board noted EMCA is working in partnership with STPs and Cancer Research UK (CRUK) and the solid progress made to date including:

- Produced the award-winning professional cancer mind maps which is a tool that summarises over a 100-page NICE NG12 Guidance on Recognition and Referrals for Suspected Cancer for use by GPs but was also recognised as a great tool by the Lung ECAG for hospital doctors.
- GP Train the Trainer toolkit and resources produced with the East Midlands and shared/used by other alliances;
- Production of the methodology toolkit to improve uptake of screening rates;
- Webinar event 10th September CRUK organised Cancer Awareness for GPs sharing evidence-based interventions, with over 130 delegates registered;
- Engagement with four out of five STP areas to understand and provide tailored support which is on-going. Production of the EMCA PCN DES Resource Toolkit; and
- Increasing patient involvement in the work of projects and patient stimulated work on the patient cancer maps currently in development and requires further funding.

Radiotherapy Operational Delivery Network (ODN)

The Board was briefed by Mr Maurice Brice regarding annual progress of the East Midlands Radiotherapy Operational Delivery Network and advised of its work programme. The work plan is aligned with the priorities described in the specifications and focuses on network treatment solutions for rare and less-common cancers; regional access to innovative treatments and research; treatment protocol variation and document management, current and future workforce, and network IT connectivity and interoperability. The Board noted progress and current compliance with service specification criteria, detailed analysis of the current and future workforce requirements of the ODN has been carried out, as well as a number of risks. The Board approved the ODN work programme as presented.

Cancer Alliance response to COVID-19

The Board was briefed regarding the effective delivery of cancer services in response to Covid-19, including the current work undertaken through the Midlands Cancer Cell. The Cancer Alliance is leading the regional response on the recovery and restoration of cancer services across the East Midlands through four key workstreams; Performance, Communications, Workforce, and Endoscopy. Governance has been strengthened through a new PMO framework and established 'battle rhythm.'

Opportunities arising from COVID 19 include improved operation and use of ECAGs to deliver clinically led improvements; an increased collaboration across the two Midlands Alliances; sharing of key learning and good practice across the region and embracing new ways of working. It should be noted that a significant number of Cancer Alliance staff are involved in the Cancer Cell work in the Midlands. Work plans are being reviewed in conjunction with the joint Alliance PMO structure to ensure the workload is allocated and prioritised as effectively as possible in order to support the requirements outlined in the phase 3 letter and response.

Endoscopy Recovery Programme

Board members were advised of the ongoing work of the five Task and Finish groups set up to support endoscopy, including CTC, Air Changes, FIT / triage and Waiting Lists, and Capsule Endoscopy. A further group is to be established to consider the merits and clinical effectiveness of trans-nasal endoscopy. The aim of the groups has been to work at pace, supporting endoscopy recovery by making regional recommendations for the use of the various options. EMCA has worked with STP Endoscopy and Cancer leads to identify

tailored endoscopy capital needs to support recovery, with submissions to the national team. A stakeholder brief has been produced alongside the regional diagnostics board briefings to capture programme recommendations and outputs.

Phase 3 Planning

The Board was advised that all five STPs submitted their first draft plans on 1 September 2020, with a process for feedback underway. These plans are aimed at recovery for all services including cancer, with cancer deemed a top priority nationally. Final plans are due to be submitted 21 September 2020, and the EMCA team is working closely with systems to establish and enable delivery of recovery plans.

Following submissions, the Cancer Alliance will develop a plan incorporating key element from the systems by end of September. The team is utilising the priorities of the NHS Long Term Plan (LTP) to articulate the level of funding that needs to be received alongside recovery expectations. Once the funding is confirmed, our EMCA-wide plans will reflect this at both System and Cancer Alliance levels to utilise the funding allocated for this year.

Finance and Operational Planning Update

The EMCA team continue to seek clarity on the allocation of cancer transformation funds for 2020/21 as there had been a difference between the national team view and the local system view. EMCA has confirmed it has received verbal confirmation from the National Cancer Policy team regarding Service Development Funding (SDF) considerations, a slightly reduced level for Regional Diagnostic Centres (RDC), and a reduced level for Targeted Lung Health Check (TLHC) project sites. However, the national team have been asked to confirm exact amounts, timelines, and the mechanism for funding to enable apportionment. In addition, EMCA has requested consideration of strategic finance for 2021/22 and future years to support the STPs and enable planning and greater certainty.

Cancer Collaborative Reviews

The Board was informed of the ongoing regional Cancer Collaborative Reviews supported by the Medical Directors and led by clinicians and specialised commissioning toward producing strategy, with focus on five workstreams; Hepato Pancreatic Biliary (HPB), Head and Neck, Upper Gastrointestinal (UGI), Urology and Gynaecology.

The expert Clinical Advisory Groups (ECAGs/EAGs) and non-clinical leads are reviewing data packs and prospective capacity models, including workforce. The reviews are currently within phase 1 to establish the data packs for evidence-based decision making. Overall, aim is to:

- enable restoration and recovery of services specialised for the Midlands
- increase capacity and workforce, and move activity to areas of excess capacity
- ensure that patients receive equitable access to prioritised care
- reduce waiting times equitably
- establish collaborative working; accountability for the outcomes and quality of care; empowers clinical leadership; manages capacity and workforce; provides evidence and analysis to support decision making; enables clinical workforce training, development and management; and provides advice and support to STPs on pathway management

National Quality of Life Survey

The Board was appraised of the launch of the national Quality of Life Survey on 7 September 2020. The survey aims to measure people's quality of life to help increase an understanding of the impact of cancer and its treatment, and how well people are living after treatment. It will also provide the opportunity to make improvements to cancer services.

Equity Packs

The national cancer team are producing "equity packs," which will include referral activity by alliance, covering patient depravation and age to review the restoration of services. This data will be used to support reducing health inequalities.

Clinical Director, East Midlands Cancer Alliance

Mr Alastair Simpson has been appointed as the new Clinical Director for the East Midlands Cancer Alliance, with expected start date mid-October. Alastair is a practicing Colorectal and Emergency Surgical Consultant at Nottingham University Hospitals, and he brings a wealth of knowledge and expertise to the team as we focus on both recovery and building delivery for the NHS Long Term plan cancer objectives.

Items for the Next Meeting

- Public Health; Equalities/Inequalities for Cancer
- Expert Clinical Advisory Groups – Function, Plans, Developments
- Less Survivable Cancers Taskforce Report
- Imaging Networks

For further information please contact:
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Date of next Board Meeting:
16 November 2020 @ 14:00 via MS Teams

Please find below a table showing you who your EMCA STP leads are:

STP	EMCA board representative STP leads
Leicestershire	Helen Mather helen.mather@leicestercityccg.nhs.uk
Nottinghamshire	Simon Castle simon.castle1@nhs.net
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