

The East Midlands Cancer Alliance (EMCA) Briefing Note

15 March 2021

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 15 March 2021 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 Cancer Research UK (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.

Patient Experience – Patient Story

Members of the Board received a pre-recorded patient story from Dr Eleanor Osey. Dr Osey movingly described her own experience of cancer care and treatment, with the purpose of emphasising the individual needs of patients and to inform improvements. Dr Osey praised the NHS teams involved in her care but highlighted the difficulties in obtaining a diagnosis and navigating her care. Members of the Board thanked Dr Osey by proxy for her courage and strength in sharing her story, and also thanked Diane Eden, EMCA Transformation Manager, for engaging with Dr Osey and bringing her story to the Board. Mike Ryan, Head of Service, confirmed several areas for improvement have been identified, and that Dr Osey's experience magnifies the need to support making the right thing to do for patients the easiest thing to do for clinicians.

It was agreed that the patient story will be shared publicly, subject to Dr Osey's approval, and that the Board was content to receive further patient stories at future meetings.

Cancer Alliance Response to COVID-19

Sarah Hughes, Managing Director, Cancer Alliance Midlands presented the report on Covid-19. This included details of a developing a regional recovery plan and an update regarding the midlands-wide Cancer Hub activity. Ms Hughes summarised the impact of Independent Sector hospital contribution in supporting treatment pathways, the outputs from the Endoscopy Adopt and Adapt delivery earlier in the year, as well as the focus on both national and regional communication campaigns with the public to encourage patients to attend hospital and GP appointments for tests and treatment and enable public confidence.

The regional team focus continues to be on recovery of cancer and other urgent Priority (P2) treatment with a recovery cell established to provide support and oversight. The regional safety cell is focusing on harm minimisation, and the Cancer Alliance team will support rapid quality improvement work on pressured pathways starting with breast, urology and lower GI.

EMCA Business – Finance, Governance, and Forward Planning

Sarah Hughes, Managing Director, Cancer Alliances Midlands, presented an update regarding the allocation of funding for 2020/21 and steps taken for financial planning for 2021/22. Ms Hughes highlighted the challenges faced this year due to Covid-19, including the timing and vehicle for cancer transformation funding noting that in some cases this has impacted system capacity and capability to deliver in-year plans. Ms Hughes summarised the payment mechanism and framework between block funding versus targeted transformation projects and highlighted a number of concerns had been expressed to the national team regarding communication.

Ms Hughes reported that 2021/22 planning guidance and subsequent funding allocations have not yet been notified, however EMCA has commenced planning assumptions using the funding allocations previously notified to the cancer alliances and will amend considering any subsequent changes. The full year fair share service development funding for EMCA for 21/22 is expected to be approximately £5.65m with additional targeted funds for Rapid Diagnostic Centre (RDC), Targeted Lung Health Check (TLHC) and Innovation.

Ms Hughes further confirmed that a national cancer recovery board has been established to oversee the recovery of cancer services with 3 high level objectives, and it is expected that STP/ICS and Cancer Alliance planning will need to reflect these objectives:

- Objective 1: To restore urgent cancer referrals at least to pre-pandemic levels;
- Objective 2: To reduce the backlog at least to pre-pandemic levels on 62 day (urgent referral and referral from screening) and 31-day pathways; and
- Objective 3: To ensure sufficient capacity is in place to manage increased demand moving forward including follow-up care

Midlands Network Development and Engagement

Alice Nason, Acute Specialised Commissioning, attended to present the developing regional commissioning approach to network development in light of the ICS White Paper. She outlined the principles, functions, and governance, and confirmed the first Collaborative Commissioning Executive Forum (CCEF) for the Midlands held its inaugural meeting in February. Ms Nason drew attention to a new Clinical Stewardship programme focused to enable clinical leadership development and alignment to specialities and population health management.

As a developing shift in approach to commissioning, Ms Nason outlined next steps as:

- Invited expressions of interest for host providers for Cardiac, Renal and Neurosurgery ODNs;
- Invited expressions of interest for CMO programme sponsors and CCEF Co-Chairs;
- Network Development Working Group (represented by cross section of Trust and ICS executives) developing key products;
- Continued rolling engagement with stakeholders across system;
- Ensure link to interdependent non-specialised work programmes (e.g. ISDNs, CYP LTP Programme);
- Engagement on network functionality within broader Commissioning Integration Programme;
- Maintaining link with 'Pillar 3' (network development) of national future commissioning strategy work;
- Commencement of targeted Clinical Stewardship training programme

NHS Long Term Plan Programme Update: Targeted Lung Health Check Programme

Mike Ryan, Head of Service, appraised the Board of progress regarding the NHS Long Term Plan annual transformation priorities, including Primary Care Transformation, Rapid Diagnostic Centres (RDC), and Targeted Lung Health Check (TLHC). Mr Ryan highlighted that delivery has been highly challenging this year due to Covid-19 and thanked Cancer Leads and teams for their perseverance in maintaining these developments. Mr Ryan outlined key items of progress and risks/issues for each project and confirmed that further work continues to strengthen delivery to maximise outcomes for patients and invest wisely to support the transformation of cancer services. Mr Ryan reiterated the requirement to report the utilisation of investment funds to the national team and confirmed that a full assessment and review summary will be completed for the May 2021 EMCA Board.

GRAIL Programme

Alastair Simpson, Clinical Director, EMCA, and Mike Ryan, Head of Service, updated the Board members regarding the national GRAIL Programme. The East Midlands will be an early implementer over the coming months, and it represents a major opportunity for enabling earlier and faster diagnosis. Mr Simpson highlighted the nationally-led project will aim for 140,000 participants (20,000 in East Midlands) and patients aged 50-77 with no current or recent (3 years or less) cancer diagnosis or treatment. The project is moving at pace, and individual ICS/STPs leads will be contacted to establish plans for mobilisation. Members of the Board agreed this is a high impact opportunity.

Workforce Update – Health Education England

Caron Bouckley, Portfolio Manager, Health Education England supplied a presentation outlining key workforce challenges and current/future funding contribution. The presentation summarises the funding approach and investment options for 21/22, noting target professions and strategic impact. Furthermore, HEE have identified cancer workforce and diagnostics workforce as priority investments. Members of the Board noted the contents of the report/presentation, and members were invited to contact Caron directly for further information.

Items for Endorsement and for Information

The following items were endorsed by members of the Board on 15th March 2021:

- **Psychosocial Case for Change**
- **Personalised Stratified Follow-ups Guidelines (Prostate)**

The following items were supplied for information:

- **Oral Health Cancer Report** (Public Health Report informing health inequalities)
- **NHS Cancer Programme Quarterly Report** (Quarter 3; October to December 2020).

For further information please contact:

Mike Ryan, Head of Cancer Alliance, michael.ryan@nhs.net; telephone 07783 815336

Date of next Board Meeting:

17 May 2021 @ 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@leicestercityccq.nhs.uk
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Northamptonshire	Linda Dunkley linda.dunkley@nhs.net