



# **Driving Compliance Against Operational Cancer Standards**

Supporting NHS South East Trust, Regional ICS and NHSE

# Driving **improvements** across cancer pathways

Four Eyes Insight were part of a team commissioned jointly by an NHS Trust in the South East of England, the regional ICS and NHSE to drive improvements across Cancer pathways.

The Trust are a major provider of integrated hospital and community services caring for over half a million patients every year, with over 6,000 clinical staff.

With a goal to aid recovery from the Covid-19 pandemic and increase compliance against Cancer operational standards, the programme of work spanned two phases:

1. Phase one: A holistic approach, identified opportunities to improve core functions of the Cancer service, from the Cancer workforce, through to PTL management/ booking and scheduling.
2. Phase two: focussed on Demand and Capacity modelling which saw the development of high complexity models for each cancer pathway - ensuring a thorough understanding of the capacity needed to meet the demand within individual cancer tumour pathways.

**The programme of work was successfully delivered resulting in:**


- ✓ Improved compliance to Cancer operational standards
- ✓ A reduction in the waiting list backlog to sustainably deliver national and locally agreed waiting time standards
- ✓ A detailed action plan and model to help see a return to pre-Covid 19 activity


## About the **Trust**



 **7** Hospitals

 **1** Hospice

 **1** Rehabilitation Centre

Over **6,000**   
clinical staff employed  
by the Trust

**500,000+**   
patients treated by the  
Trust per year

# The Challenge

## Declining Compliance against Cancer Operational Standards

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Despite continued efforts to maintain cancer services during Covid-19, like others across the country, the Trust had seen a decline in compliance against national cancer operational standards.

As such, there was a need for external sector expertise to help identify opportunities to enhance cancer pathways, and ensure a thorough understanding the core capacity available to see cancer patients in the long term.

Four Eyes Insight were chosen as part of the Team working with the Trust for our expertise and knowledge of each stage of the elective pathway, and our ability to work alongside clinical and operational teams to achieve improved operational performance and deliver quality patient care.

“My team and I have been working with Four Eyes Insight for over four months and I cannot praise them enough for the support and advice they have given to us.

They have been committed to improving our service and performance from day one and go above and beyond to find solutions.

They use their knowledge and expertise to produce high quality, data driven work, often working to tight deadlines.”

**Cancer Performance and Improvement Manager, NHS Trust**

# The Solution

## The Four Eyes Insight Approach

### Phase One:

Phase one focussed on driving improvements to five core functions of the cancer service:

1. PTL management
2. Tumour pathways
3. Cancer workforce
4. Quality and governance
5. Booking and scheduling

Following detailed reviews of existing practises and processes within each workstream, interventions were implemented with both short and long-term benefits. In the short term, several quick wins were introduced to retain grip and control on cancer performance:

- Tumour site-specific highlight reports which provided a week-by-week view of each tumour site performance against cancer operational standards was produced, and an action-focused approach to core governance meetings was established, ensuring greater service accountability, oversight, and scrutiny of tumour site performance
- Executive sponsorship and improved escalation processes were also implemented to 2ww huddles, implemented within the booking teams
- Improvements were made to the PTL management process with service worklists introduced, and operational support provided to clear the backlog
- Ensuring that there was sufficient capacity within the service which is integral to realising any operational improvements in the long term
- A detailed workforce review and gap analysis was completed, confirming discrepancies in capacity against service requirements within cancer support teams. Four Eyes Insight supported investment into the cancer workforce through the submission of a business case proposing additional roles



# The Four Eyes Insight Approach

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## Phase Two:

Following the work completed in phase one, it became apparent that a consistent and structured approach to Demand and Capacity modelling, with credible and reliable trajectories for each core cancer pathway was required.

Each tumour site was modelled from referral through to treatment, considering critical stages along the pathway including OPD (N+FU), diagnostics (Endoscopy and Radiology), theatres and MOPS. The models were built using the metrics below in order to truly understand the capacity required to meet service demand, and inform service planning:

- Monthly demand (additions to waiting list) per tumour site
- Growth rate
- Backlogs
- Monthly capacity
- Utilisation of capacity
- Current 62-day performance
- Conversion rate (diagnosed with cancer)

The modelling work was governed through a multidisciplinary Task and Finish Group made up of speciality leads, clinicians, informatics, as well as diagnostics and theatres colleagues. Meeting weekly, the group were tasked to oversee the model and to make core decisions regarding any assumptions that were required to be able to move the work forward given the limitations of data.

Scenarios agreed through the Task and Finish groups were built into the models, enabling users to determine the steps needed to be taken to meet demand. For example, the model looked at the benefit of locum support, independent sector usage, increasing sessions and utilisation of sessions etc.

Throughout the process, 1:1 meetings were set up with speciality, cancer and service leads to validate outputs and ensure nuances between the cancer pathways were appropriately captured in the models.

With these complexities captured, the models could identify particular pinch points for capacity across the board, and at a tumour site level. We were able to confidently conclude with Trust colleagues that if processes were in place to ensure capacity was fully utilised, cancer capacity would be sufficient to meet demand in most situations, even when seasonal variation in demand was accounted for.

Supporting the sustainability of the work, the programme concluded with a series of training sessions delivered to the identified super users, enabling Trust colleagues to confidently update the information and interpret the outputs moving forward.

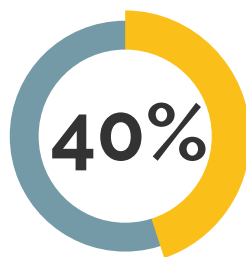
# Our **Impact** on the Cancer Pathway

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Phase one saw improvements in the Trusts performance against cancer operational standards, with key highlights including:



**Increase** in 2ww compliance



**Reduction** in the number of patients on the cancer backlog



**Improvement** seen against the 31-day to first treatment



**Improvement** seen against the 28-day to first treatment



27%

**Increase** in 62-day compliance

“I remain extremely grateful for the Four Eyes Insight team for providing steady leadership, guided support and excellent data management/manipulation during a time of steep learning for myself personally and a time of concern for the Trust.

I have enjoyed working with the team and valued the advice and support given. I look forward to our ongoing project.”

**Cancer Performance and Improvement Manager, NHS Trust**



# Improved Aggregate Performance

Improved percentage changes from January 2022 to March 2022 and compliance position for March 2022:

Cancer Operational Standard	CWT Standard	% Increase January - March 22	March 22 Position
2ww referrals for suspected cancer	93%	17.1% ↑	91.2%
31-day to first treatment	96%	24.3% ↑	85.6%
28-day faster diagnosis – 2ww	75%	12.3% ↑	69.3%

“The Four Eyes Insight team were extremely supportive and committed in helping us turn round our performance.”

**Cancer Performance and Improvement Manager, NHS Trust**

The outputs of the models developed in phase two provided the Trust with the ability to compare the demand against the current capacity at both a tumour pathway and at a Trust level, with clear trajectories showing how the backlog position would change based on continuation of current performance and planned changes to process.

The programme of work also provided the Trust with the evidence to support its service improvement methodologies and understand the variation between demand and capacity to be able to tackle inefficiencies. This has and will continue to support better decision making, and increase compliance against cancer operational standards.

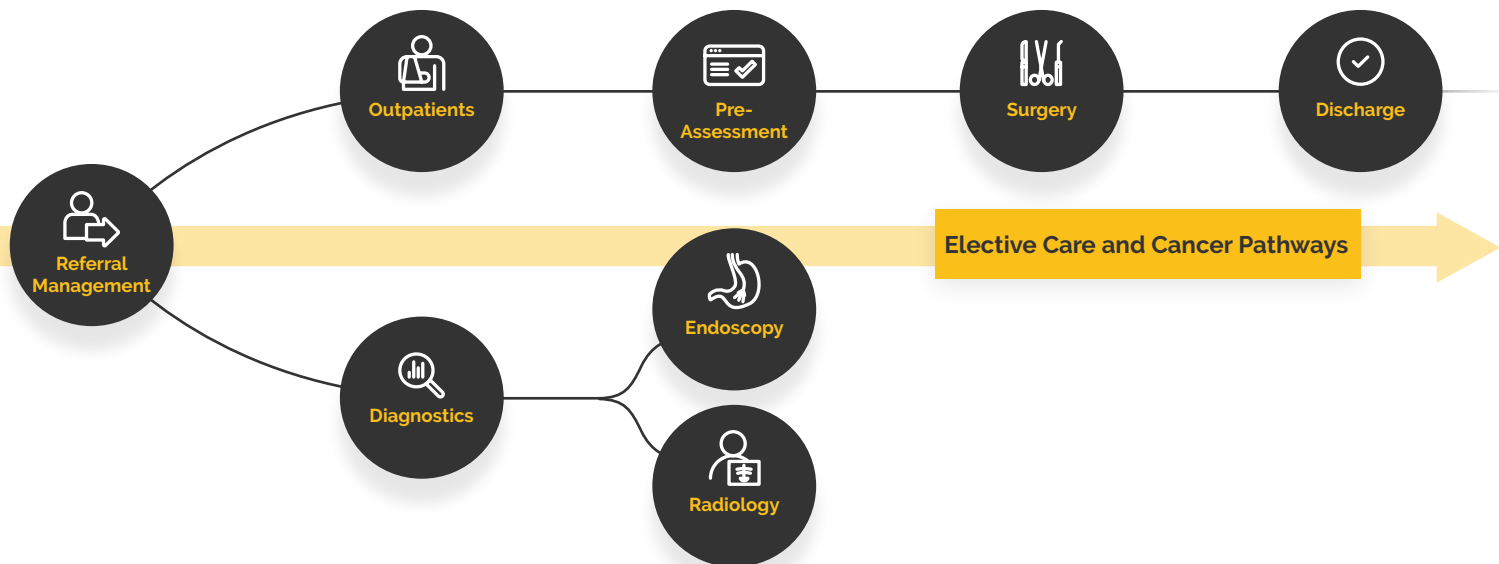
# About Four Eyes Insight

Our mission is to find clinical efficiencies

Four Eyes Insight uses the combined power of our people, data and technology to get to the root cause of elective care pathway inefficiencies. We implement interventions that enable the NHS to effectively use data to understand where improvements could be made for both immediate and long-lasting change.

## Care Pathway Optimisation

With demand exceeding capacity, the challenge of delivering more elective activity is about much more than clinical and administrative capacity available - elective care pathways need to be optimised at pace. Four Eyes Insight is committed to supporting the NHS to embed a sustained culture of continuous improvement to tackle this current challenge.



## Subject Matter Experts

The Four Eyes Insight team is unique, combining clinical and operational expertise to deliver data-driven improvements into the NHS. Our 40-strong consultancy team have extensive experience of the challenges faced by the NHS, and proven expertise in delivering effective solutions to solve them.

For more information on how Four Eyes Insight can support your cancer operational standards or elective recovery contact us:



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