



Case Study Examples

Case Study 1:

Helping the Anglia Cancer Network increase the effectiveness of its multi-disciplinary team (MDT) meetings

Key Steps to Implementation:

- Anglia Cancer Network Medical Director and Specialist Account Manager identified support for partners and colleagues as a priority, in particular, improving MDT performance
- Together with the MDT Development Project Manager and an NHS Training Consultant, they set skills parameters and a training day agenda
- A pilot workshop was run with 8 MDT Chairs to get feedback. The format was further developed and tested again. Workshops were run in 2009/2010/2011/2012 and 2013.
- Skills covered include conflict and time management, interpersonal relations, listening, communicating, negotiating and consensual decision-making.
- The format included presentation and discussion and importantly, allowed time for sharing challenges, solutions and best practice.

Outcomes:

Patient

- Preparation of MDT proformas prior to meetings has been improved thus creating more time in meetings for presentation and discussion of cases.
- An appropriate amount of time and cross disciplinary expertise is now being given to treatment plans which are being delivered more efficiently.
- Local service improvements are resulting in better care and significant improvements in patient experience.

Anglia Cancer Network:

- Cost-effective training has been widely delivered, informed by external expertise and input in facilitation and meeting management skills.
- Meetings are being more effectively and positively run; conflict, consensus, multidisciplinary input and decision making are being better managed.

NHS

- Collaborative activity in the Anglia Cancer Network helped similar initiatives in other networks get off the ground.

In the words of those who have participated in the project:

"I now think that the Chair could be anyone and should probably change to engage more of the MDT. We have defined the role as distinct from the clinical lead... introducing each case, asking for input [from all disciplines present]... then summarising the decision and ensuring that the information is recorded."

"I am more assertive and can deal with MDT colleagues in a more positive and constructive way, especially ones causing occasional discord. Both the MDT and I have improved time management, so all cases have adequate time and attention."

Case Study 2:

Helping the East Midlands Cancer Network increase the effectiveness of its multi-disciplinary team (MDT) meetings

The Challenge: multidisciplinary team working is the foundation of National Cancer Plan reforms and demands improved understanding of clinical and strategic issues, information flow and patient pathways. MDT co-ordinators are pivotal to progress and both their role and that of the teams calls for greater awareness of their potential to create positive and effective change.

Project Vision: to help reduce inequalities for cancer patients, facilitate processes to ensure that national targets are met, Cancer Reform Strategy and peer review requirements implemented and best practice shared across the region.

Key Steps to Implementation:

- Worked with An NHS Service Improvement Facilitator to identify objectives and outcomes
- Worked with stakeholders ensured that Cancer Centre Managers and their MDT Co-ordinators supported the event and were involved in its development.
- Meetings were arranged to design the patient pathway mapping process and activities on the day
- The event included presentations and workshops, and the combined expertise of the event team, and the tools and resources made available meant that all the key issues were addressed in an effective and engaging way

Outcomes:

Patient

- East Midlands Cancer Network has been able to support the organisations involved, facilitate the delivery of the Quality, Innovation, Productivity and Prevention of the (QIPP) agenda and ensure that pathways are realigned accordingly
- The outcomes will be a more equitable service, a better patient experience and an improved standard of care

NHS

- A unified approach to working practice will provide a more streamlined service for patients, in line with QIPP and NHS modernisation priorities
- Review of processes and resources has enabled staff to be more effectively deployed and led to the creation of an audit role
- Better communications have helped create more effective pathways for patients, while analysis of administrative pathways is making the service more efficient
- Collaborative working is now being actively promoted between hospital trusts

Other projects

- Working with one Acute Trust working with all members of a number of MDTs to increase the effectiveness and efficiency of the team to be able to ensure the quality of decisions for patients in their care. Different MDT teams were observed and feedback given against criteria contained in the high performing teams document of the then National Cancer network. Each MDT rated themselves on what worked and what needed to be improved for their teams and the observational feedback given. Work was done around meeting etiquette and behaviours, an Insight into individuals' personality type and the impact of this as well as action points and next steps.
- Commissioned by the clinical lead at a large teaching Foundation Trust to work with MDT leads and chairs to be able to share best practice. The training was structured so that there was sharing of the processes of the meetings and the differences and similarities shared so that best practice could be disseminated across all MDTs to improve the quality and efficiency of the MDT meetings. There was also some work around process mapping the patient journey through the process of an MDT which highlighted the hot spots and blockers to the patient being treated optimally in the shortest possible time. From this different and new ways of working were identified and implemented.
- Leadership and team effectiveness training was rolled out across a whole cancer network to improve communication across the organisation so that both internally and externally all of the stakeholders were able to work effectively together to give optimal care for patients with cancer.
- MEE Consultancy has been working with the new Strategic Clinical Networks to deliver training to help build high performing teams in the new NHS. The intended outcomes are to ensure that the new stakeholders and priorities are identified and new ways of working are put in place to in turn ensure that the objectives from NHS England can be achieved.