



Report Cover Sheet

Report to:	Trust Board	
Date of the Meeting:	30 September 2020	
Agenda Item:	P1-137-20	
Title:	Cheshire & Merseyside Cancer Alliance Recovery Plan	
Report prepared by:	Jon Hayes	
Executive Lead:	Liz Bishop	
Status of the Report:	Public	Private
	X	

Paper previously considered by:	Not Applicable
Date & Decision:	Not Applicable

Purpose of the Paper/Key Points for Discussion:	The following paper sets out the Cheshire and Merseyside Cancer Alliance Recovery Plan. The plan going forward is that monthly reports will be provided to all Chief Executives and Chief Operating Officers to enable their respective Boards to have clear oversight of their performance.
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Action Required:	Discuss	x
	Approve	
	For Information/Noting	X

Next steps required	
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The paper links to the following strategic priorities (please tick)

Deliver outstanding care locally	X	Collaborative system leadership to deliver better patient care	X
Retain and develop outstanding staff		Be enterprising	
Invest in research & innovation to deliver excellent patient care in the future		Maintain excellent quality, operational and financial performance	

The paper relates to the following Board Assurance Framework (BAF) Risks

BAF Risk	Please Tick
1. If we do not optimise quality outcomes we will not be able to provide outstanding care	
2. If we do not prioritise the costs of the delivering the Transforming Cancer Care Programme we will not be able to maintain our long-term financial strength and make appropriate strategic investments.	X
3. If we do not have the right infrastructure (estate, communication & engagement, information and technology) we will be unable to deliver care close to home.	
4. If we do not have the right innovative workforce solutions including education and development, we will not have the right skills, in the right place, at the right time to deliver the outstanding care.	
5. If we do not have an organisational culture that promotes positive staff engagement and excellent health and well-being we will not be able to retain and attract the right workforce.	
6. If we fail to implement and optimise digital technology we will not deliver optimal patient outcomes and operational effectiveness.	
7. If we fail to position the organisation as a credible research partner we will limit patient access to clinical trials and affect our reputation as a specialist centre delivering excellent patient care in the future.	
8. If we do not retain system-side leadership, for example, SRO for Cancer Alliance and influence the National Cancer Policy, we will not have the right influence on the strategic direction to deliver outstanding cancer services for the population of Cheshire & Merseyside.	
9. If we do not support and invest in entrepreneurial ideas and adapt to changes in national priorities and market conditions we will stifle innovative cancer services for the future.	
10. If we do not continually support, lead and prioritise improved quality, operational and financial performance, we will not provide safe, efficient and effective cancer services.	X

Equality & Diversity Impact Assessment		
Are there concerns that the policy/service could have an adverse impact on:	YES	NO
Age		X
Disability		X
Gender		X
Race		X
Sexual Orientation		X
Gender Reassignment		X
Religion/Belief		X
Pregnancy and Maternity		X

If YES to one or more of the above please add further detail and identify if a full impact assessment is required.

Performance Report

September 2020

Contents

- I. Summary
- II. Restoration of cancer services – core metrics
- III. 14 day standard and 28 Faster diagnosis standard
- IV. 62 day standard

Section I: Summary

Restoration of cancer services

The Cheshire and Merseyside Cancer Alliance is providing system leadership and operational oversight for the restoration of cancer services. The restoration is focusing on three objectives, namely:

- To create sufficient **capacity** to ensure that patients who have had their care pathways disrupted are delayed no further, and ensure that all newly referred patients are diagnosed and treated promptly;
- To ensure **equity of access** across the system so that patients are not disadvantaged because of local capacity constraints;
- To build **patient confidence** – patients need to be reassured that their diagnosis and treatment will take place in an environment and manner that is safe.

Measure	% of pre-Covid level
2WW referrals	90%
Cancer surgery activity	85%
SACT (inc chemo) delivery	94%





Measure	% of pre-Covid level
Radiotherapy planning	105%
Radiotherapy treatment	70%
Endoscopy capacity	80%

- There is sufficient capacity within surgery, SACT and radiotherapy to manage current demand (hence the green RAG rating).
- Endoscopy capacity has increased by 40% from August to September, but further capacity is required in order to clear the backlog of patients on the endoscopy waiting list. The Alliance has established an endoscopy operational recovery team (EORT) to oversee and co-ordinate restoration activities. £5.4m capital investment for endoscopy recovery has recently been secured for Cheshire and Merseyside.

Summary

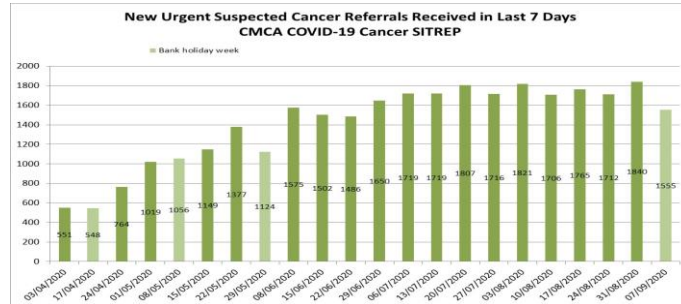
Cancer waiting times performance

The latest published 14 day and 62 day cancer waiting times performance data relate to July 2020.

-  The Alliance achieved the **14 day standard** for urgent suspected cancer referrals in July, with three trusts and two CCGs falling below the 93% threshold (CoCH, ECT, WHH and Halton and Warrington CCGs). Cheshire and Merseyside is the second best performing Alliance in England.
-  The Alliance failed the **62 day standard**, achieving 76.93% against a standard of 85% (England average was 78.41%). Seven trusts and six CCGs failed to meet the 62 day standard: CoCH, LUHFT, LWH, ECT, MCHT, WHH, WUTH and Cheshire, Halton, Knowsley, Liverpool, Warrington and Wirral CCGs.
-  The number of patients waiting **over 62 days** is significantly higher than pre-Covid levels (200% higher). As at 7th September, there are currently 1,399 patients waiting more than 62 days for a diagnosis or treatment.
-  Of these, 580 have waited **over 104 days**. This is a 35% improvement on the previous month, but still 400% higher than the pre-Covid baseline.

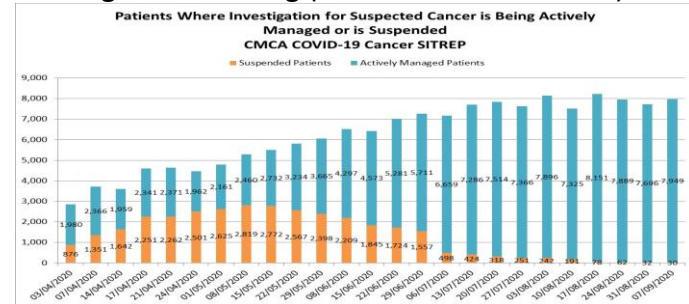
Section II: Restoration of Cancer Services – Core Metrics

1. TWW referrals received in last 7 days



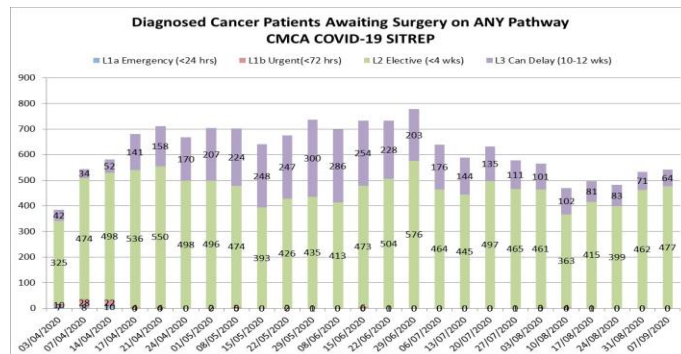
Prior to BH week, referrals were <10% below pre-pandemic levels (2019 average).

2. Diagnostic backlog (referrals without a DTT)



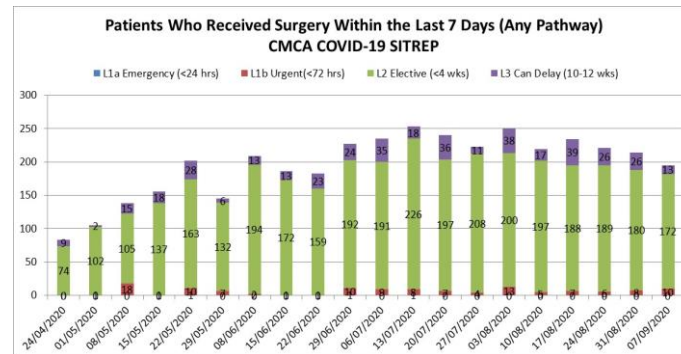
Currently 7,979 patients. Less than 1% are suspended.

3. Cancer patients awaiting surgery



541 patients with a surgical DTT. 477 at L2 and 64 at L3.

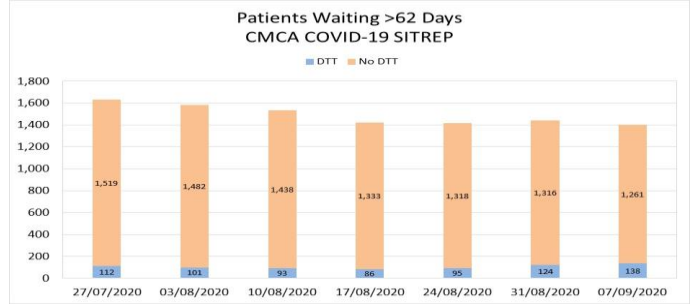
4. Cancer surgery performed in last 7 days



195 cancer operations, 8 of which were through the hub.

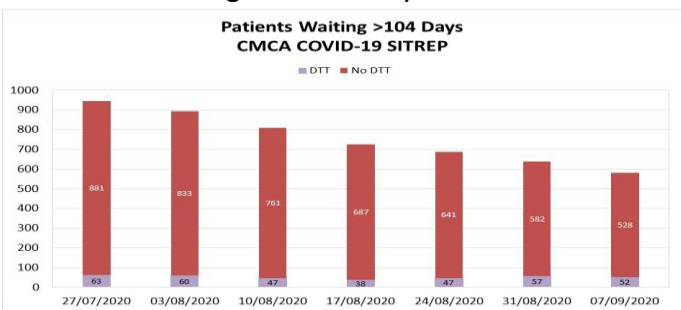
Restoration of Cancer Services – Core Metrics

5. Patients waiting over 62 days



1,399 patients have waited over 62 days. 138 have a DTT

6. Patients waiting over 104 days



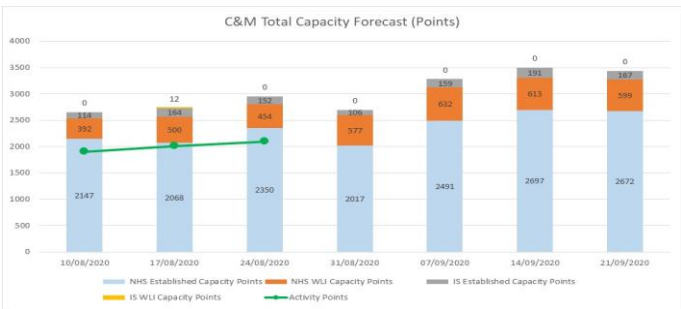
580 patients have waited over 104 days. 52 have a DTT

7. Endoscopy waiting list



11,866 patients on the waiting list (equivalent to approx. 19,800 BSG points)

8. Endoscopy activity against plan



1,277 patients scoped (approx. 2,090 BSG points) against a plan of 2,956 BSG points

Data Quality Issues: No activity data returned MCHT, but capacity is included

9. Patients waiting between 63 and 104 days by provider

Row Labels	Brain/ CNS	Breast	Gynaecological	Haematological	Head & Neck	Lower Gastrointestinal	Lung	Other	Sarcoma	Skin	Upper Gastrointestinal	Urological	Acute leukaemia	Children's cancers	Testicular	Grand Total
Bridgewater																
Clatterbridge																
Countess Of Chester		35				29				19	6	33				127
East Cheshire						37					21					66
Liverpool Foundation Trust					31	143				6	109	27				321
Liverpool Heart & Chest																
Liverpool Women's			8													8
Mid Cheshire						49					9					69
Southport & Ormskirk			14			11						9				43
St Helens & Knowsley		10				16				5		6				45
Walton Centre																
Warrington & Halton						16					6	14				38
Wirral						47						29				83
Grand Total		52	38	5	46	351	6	0	0	35	158	126	0	0	0	819
	0%	6%	5%	1%	6%	43%	1%	0%	0%	4%	19%	15%	0%	0%	0%	

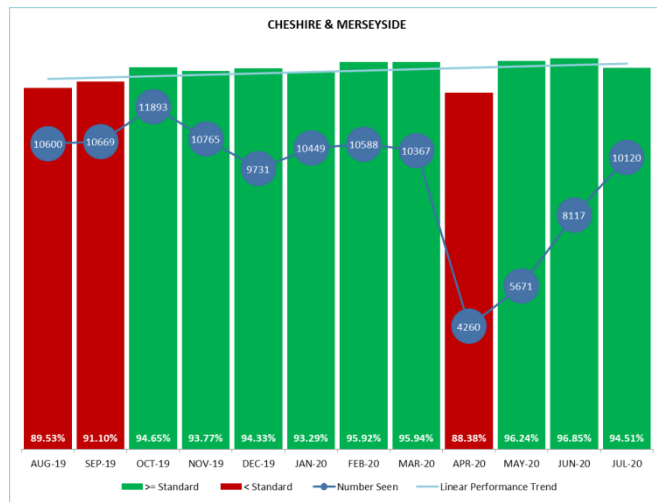
10. Patients waiting over 104 days by provider

Row Labels	Brain/ CNS	Breast	Gynaecological	Haematological	Head & Neck	Lower Gastrointestinal	Lung	Other	Sarcoma	Skin	Upper Gastrointestinal	Urological	Acute leukaemia	Children's cancers	Testicular	Grand Total
Bridgewater																
Clatterbridge																
Countess Of Chester		9				31				25		46				119
East Cheshire						20										28
Liverpool Foundation Trust		17				146					106	32				302
Liverpool Heart & Chest																
Liverpool Women's			12													12
Mid Cheshire						24										29
Southport & Ormskirk																
St Helens & Knowsley																15
Walton Centre																
Warrington & Halton						14						7				27
Wirral						19						21				42
Grand Total	0	31	20		5	257		0	0	30	119	114	0	0	0	580
	0%	5%	3%	0%	1%	44%	0%	0%	0%	5%	21%	20%	0%	0%	0%	

Orange box = fewer than 5 patients

Section II: 14 day and 28 day standards

14 Day Referral to First Seen Standard (July 2020)

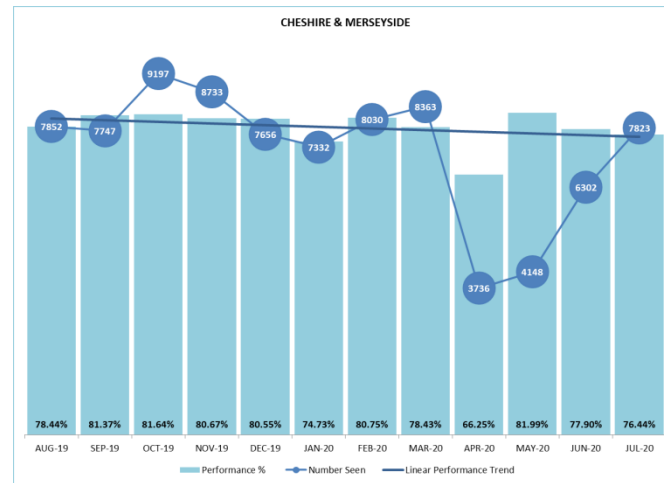


All trusts met the standard (93%) with the exception of:

- Countess of Chester (92.3%)
- East Cheshire (90.48%)
- Warrington and Halton (82.26%)

All CCGs met the standard except Halton (90.42%) and Warrington (86.43%)

28 Day Faster Diagnosis Standard (July 2020)



The 28 day FDS standard is still being shadow monitored. The standard is expected to be 75%. The following providers did not achieve 75%:

- Clatterbridge (71.43%)
- Liverpool Heart and Chest (60%)
- Countess of Chester (73.96%)
- Liverpool Womens (71.3%)
- East Cheshire (65.79%)
- Wirral (74.32%)

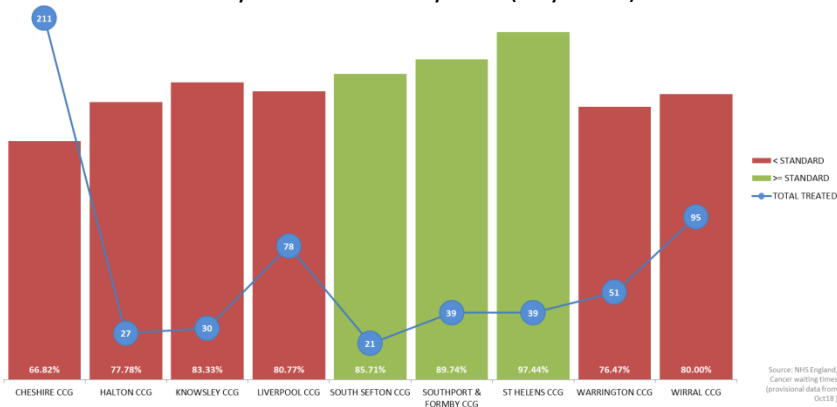
All CCGs achieved 75% other than:

- Cheshire (73.77%)
- Liverpool (73.58%)
- South Sefton (71.86%)
- Wirral (74.76%)

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Region	>= STANDARD (%)	< STANDARD (%)	>= STANDARD (80%) (%)	< STANDARD (78.43%) (%)
INDIA	89.87%	0%	0%	0%
ASIA & AUSTRALIA	88.33%	0%	0%	0%
PANAMA	85.34%	0%	0%	0%
GERMANY & EUROPE	83.76%	16.24%	0%	0%
NORTH EAST & CENTRAL	82.47%	17.53%	0%	0%
TURKEY & EU	82.46%	17.54%	0%	0%
WEST EUROPE	80.31%	19.69%	0%	0%
CHINA & HONG KONG	79.77%	20.23%	0%	0%
EAST OF ENGLAND	77.00%	23.00%	0%	0%
SOUTH EAST & SOUTH CENTRAL	76.93%	23.07%	0%	0%
EAST MIDLANDS	76.57%	23.43%	0%	0%
GREAT MIDLANDS	76.56%	23.44%	0%	0%
WEST MIDLANDS	76.45%	23.55%	0%	0%
SOUTH CENTRAL & NORTH EAST CENTRAL	75.43%	24.57%	0%	0%
EAST MIDLANDS	75.06%	24.94%	0%	0%
GREAT MIDLANDS	74.87%	25.13%	0%	0%
WEST MIDLANDS	74.30%	25.70%	0%	0%
SOUTH EAST CENTRAL	70.45%	29.55%	0%	0%
SOUTH EAST CENTRAL	66.94%	33.06%	0%	0%

62 Day Performance by CCG (July 2020)



NHS Trust	% of patients with breast MRI scan (2017)	Standard (%)	Total Treated (%)
Countess of Chester Hospital NHS Foundation Trust	62.77%	68.5%	68.5%
East Cheshire NHS Trust	56.90%	29%	29%
Liverpool Heart & Chest Hospital NHS Foundation Trust	4.5%	4.5%	4.5%
Liverpool University Hospitals NHS Foundation Trust	75.38%	97.5%	97.5%
Liverpool Women's NHS Foundation Trust	12.5%	76.00%	12.5%
Mid Cheshire Hospitals NHS Foundation Trust	64.57%	63.5%	63.5%
Southport & Ormskirk NHS Trust	85.71%	42%	42%
St Helens & Knowsley Teaching Hospitals NHS Trust	96.03%	75.5%	75.5%
The Clatterbridge Cancer Centre NHS Foundation Trust	97.22%	36%	36%
The Warrington Centre NHS Foundation Trust	0.5%	0.5%	0.5%
Warrington & Halton Teaching Hospitals NHS Foundation Trust	65.52%	43.5%	43.5%
Wirral University Teaching Hospitals NHS Foundation Trust	80.66%	90.5%	90.5%

Source: NHS England, Cancer waiting times (unpublished data from OCT)

1. Lower GI 40.96% (down from 47.06% last month)
2. Urology 56.71% (down from 64.63%)
3. Upper GI 65.79% (down from 70%)
4. Head & Neck 69.57% (down from 73.58%)
5. Gynae 79.10% (up from 48.44%)

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Cheshire and Merseyside Cancer Alliance is an NHS organisation that brings together NHS providers, commissioners, patients, cancer research institutions and voluntary & charitable sector partners to improve cancer outcomes for our local population.