

WIRRAL COUNCIL

FAMILIES AND WELLBEING POLICY AND PERFORMANCE COMMITTEE

2ND FEBRUARY 2015

SUBJECT:	<i>SCRUTINY OF THE PROPOSED CHANGES TO PROVISION OF SERVICES BY CLATTERBRIDGE CANCER CENTRE NHS FOUNDATION TRUST</i>
WARD/S AFFECTED:	<i>ALL</i>
REPORT OF:	<i>CLLRS MOIRA MCLAUGHLIN AND WENDY CLEMENTS</i>

1.0 EXECUTIVE SUMMARY

1.1 Members will be aware of proposed changes to the provision of services by Clatterbridge Cancer Centre NHS Foundation Trust. At a meeting held on 8th July 2014, this Committee resolved that the proposals were “a substantial variation to service”. Subsequently, Committee agreed to participate in a joint health scrutiny committee alongside a number of neighbouring Merseyside and Cheshire Local Authorities. This report provides members with an update regarding the outcomes of the joint scrutiny review.

2.0 BACKGROUND

2.1 A Joint Health Overview and Scrutiny Committee (the Committee) was established in October 2014 to consider proposals for changes to the provision of cancer services provided by Clatterbridge Cancer Centre (CCC). Eight neighbouring authorities agreed to participate in a joint scrutiny review: Cheshire West and Chester, Halton, Knowsley, Liverpool, Sefton, St Helens, Warrington and Wirral. All Local Authorities were represented by two members. Wirral’s representatives were Councillors Moira McLaughlin and Wendy Clements.

The Joint Committee was convened for a period of six weeks and met on five occasions. The meetings heard evidence from:

- Executive Officers and clinicians from Clatterbridge Cancer Centre NHS Foundation Trust
- Patients representatives
- Staff Members

3.0 THE PROPOSAL FOR TRANSFORMING CANCER CARE

3.1 Proposals for Transforming Cancer Care

A key part of the proposal is the development of a new Cancer Centre in Liverpool adjacent to the redeveloped Royal Liverpool University Hospital. The proposed new Cancer Centre will provide all inpatient oncology beds for the Cancer Network together with outpatient oncology services for those patients for whom the Liverpool site is the most accessible. The new Cancer Centre would therefore operate as the hub supporting a network of cancer services including the satellite radiotherapy centre at Aintree Hospital and the existing Cancer Centre at Clatterbridge which in the proposals will continue to deliver outpatient cancer care to its local population on the Wirral and West Cheshire. This is in addition to the network of CCC outpatient and chemotherapy peripheral sites operated in partnership with local hospitals.

4.0 KEY ISSUES ESTABLISHED BY THE SCRUTINY REVIEW

From the evidence presented both in written and verbal format the Committee considered the following as key issues relating to the development of cancer services in Merseyside and

Cheshire.

4.1 Quality of Care

- The Clatterbridge Cancer Centre is highly regarded as a specialist cancer trust. The committee heard from patients, senior clinical, front line staff and Trust Executives of the aspirations for the enhancement of the clinical services at the new hub in Liverpool. This will be developed in tandem with the continued development and maintenance of services at the current satellite site at Aintree and peripheral sites in Cheshire and Merseyside. A key element of the proposals includes the upgrading of facilities retained on the Clatterbridge site following the proposed opening of the new facilities in Liverpool.
- A key feature of the proposals is the enhancement of clinical services and facilities to enable the trust to care for very acutely ill patients. This is currently not possible within the current Clatterbridge site necessitating the transfer of patients who are critically ill to other hospitals. The location of Cancer Services alongside acute medical and surgical services was recognised by the committee as a key component in the delivery of high quality care for patients.
- The establishment of a new radiotherapy service in Liverpool will increase the current capacity of radiotherapy, which will be run in conjunction with the current capacity already in place at Aintree Hospital and Clatterbridge.
- Staff were on the whole supportive of the proposed development and recognised the benefits of this for patients. However, the consultation analysis highlighted that just under 25% of staff did not consider that the proposals would help deliver and improve the quality of care. The committee heard of the on-going dialogue with staff and trades unions as part of the project.
- The creation of a new hub in Liverpool was recognised as being a 'magnet' to attract and retain highly qualified and committed staff which could only be of benefit to patients.

4.2 Quality of Facilities

- Improving the quality of the clinical facilities at the new Cancer Centre is a key focus for the transformational plans for cancer services on Cheshire and Merseyside.
- Staff and patients believe that the proposals will provide high quality facilities that improve the service experience for all patients but particularly for those that are acutely unwell and for teenagers and young adults.
- The committee heard from a number of stakeholders that the proposals for the new hub have taken into account the future demand for services and delivery models.
- The committee received assurance that alongside the proposed development of the new Cancer Centre in Liverpool, investment in the Wirral site is scheduled with a completion date of 2019.

4.3 Access and Transport

- The development of the Cancer Centre hub in Liverpool raised issues relating to access for patients across Cheshire and Merseyside which the Committee explored in some detail with all stakeholders. In particular issues raised included access by public transport, car parking arrangements and travelling arrangements between sites for staff.
- The committee heard of the on-going work relating to transport planning for the new centre which will continue throughout the lifetime of the project.
- Car parking for patients and visitors was identified as a particular concern given the adjacency of the new cancer centre to Royal Liverpool Hospital and the city centre. Information on the current arrangements for free car parking for patients and visitors at the current Clatterbridge Cancer Centre site was provided. There was an expressed commitment to this as an operating principle within the future development.
- Views from patients highlighted that the issue of travel and associated costs had been raised by many people. They, however, emphasised that the prime reason for relocation of the service was to improve services for patients.

- Whilst much of the discussion focussed on access to the new Cancer Centre in Liverpool by car, the committee wished to see the continued consideration of the development of public transport options for staff, visitors and patients.
- The committee were anxious to ensure that access and transport arrangements for staff were being considered as part of the planned development. Some groups of staff will continue to travel between sites as currently, but clearly with the relocation of the main treatment and planning centre being located in Liverpool this will mean that many staff will be based permanently in Liverpool. A number of options are currently being discussed with staff and the trades unions with all options at this stage being considered. The Committee was keen to ensure that these issues remain prominent as they were seen as potential barriers to the successful implementation of the scheme.

4.4 Patient Views

- The committee heard from a number of individual patients and representatives from the patient reference group for Transforming Cancer Care.
- Those attending the committee meeting indicated that the information provided at consultation events was well received when participants understood that many services would be retained at the current site with the new hub in Liverpool being a new specialist centre. They reflected that they considered that the improved service outweighed the issues of service relocation.
- Overall they felt that the proposals would raise the level of patient care and that the ethos of patient care at the heart of service delivery would be maintained by the Trust. This would ensure that Clatterbridge Cancer Centre continued to be recognised as a centre of excellence for cancer care.

4.5 Research

- The proposals for the development of the new cancer centre in Liverpool is seen as creating the opportunity for the development of research facilities which will bring about greater benefits for patients from new treatments and also through participation in clinical trials.
- The committee heard how the proposals will enable closer integration between the NHS and research teams at the University of Liverpool and other key research partners in the public and private sector.
- These developments are seen as placing Clatterbridge Cancer Centre at the forefront of cancer research and treatment nationally and internationally.
- Staff who work in this area were genuinely excited by what this presented both in terms of research opportunities and also the ability to attract greater funding for cancer research and the benefits that this presented for patients in improving cancer outcomes.
- The benefits of being close to the medical school at the University of Liverpool was highlighted as being advantageous not only through the initiation of research but also through being able to provide medical undergraduate training which is currently not possible with the current Cancer Centre in Wirral. Opportunities to gain experience in oncology at undergraduate level is more likely to encourage post qualification specialisation, so retaining medical staff in the city and increasing the likelihood of recruitment and retention of staff on an on-going basis.

4.6 Project Management and Construction

- The Transforming Cancer Care Project has a dedicated Programme Director from whom the Committee received an overview of the project together with details of the programme. The outline business case has already been widely consulted on with the aim for this to be approved by June 2015 and full outline business case by early 2016. The proposal is for site works to commence mid-2016.
- The Committee were concerned to understand the process for procurement of the contractor, Laing O'Rourke, for the development of the new Cancer Centre.
- The Committee heard that consideration had been given to ensuring social value aspects were taken into account within the procurement both relating to goods and services but also the workforce employed on the project by the contractor. The committee are keen to explore the appropriate mechanisms for maintaining an overview of the project as the construction

progresses; a proposal welcomed by the Programme Team and by the construction partner, Laing O'Rourke.

4.7 Financial Sustainability

- The committee heard from both the Chief Executive and the Director of Finance of Clatterbridge Cancer Centre. In summary, the Committee understand that the funding for the programme is from a mix of sources including, trust financial reserves, limited borrowing and a charity appeal.

4.8 Consultation outcomes

- A formal 12 week public consultation was undertaken on the proposals for transforming Cancer Care. Analysis of the findings were independently analysed by researchers at Liverpool John Moores University. The committee received the Transforming Cancer Care Merseyside and Cheshire Public Consultation Analysis of Findings and had opportunity to review and discuss outcomes with members of the Trust Executive.
- The committee considered that the whole process of consultation and engagement was stakeholder and user led. The consultation process has been recognised as exemplary and should be seen as a model for any future developments.

5.0 CONCLUSIONS OF THE JOINT COMMITTEE

At the Joint Committee held in Liverpool on 4th December 2014, the following motions were approved unanimously:

“This Committee supports the proposed future model of cancer services for Cheshire and Merseyside, including the new site adjacent to the Royal Liverpool University Teaching Hospital”

“That this Committee supports the establishment of a discretionary scrutiny committee to oversee the delivery of the new build project in Liverpool and refurbishment of the Wirral site”

Participation in any discretionary scrutiny committee will be done so in line with the ‘Protocol for Establishment of Joint Health Scrutiny in Cheshire and Merseyside’, which has been reported previously to members.

6.0 RECOMMENDATIONS

Members are requested to:

- (1) note the decision of the Joint Committee to support the proposed future model of cancer services for Cheshire and Merseyside, including the new site adjacent to the Royal Liverpool University Teaching Hospital ;
- (2) support, in principle, Wirral Borough Council participating in a discretionary Joint Committee to maintain a scrutiny and oversight role during the lifetime of the project.

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