

London Cancer, Integrated Cancer System

Project Manager – User Involvement and Experience

JOB DESCRIPTION

London Cancer is an Integrated Cancer System for north central & north east London and west Essex. It brings together providers from across the health community, academia and the voluntary sector to drive step change improvements in outcomes and experience for the patients and populations we serve.

In April 2011, responding to London's cancer challenge to improve survival and patients' experience of care, the Model of Care for Cancer (NHS London, 2010) noted that cancer services can only be substantially improved if care is provided through co-ordinated networks taking collective responsibility for whole pathways of care rather than individual NHS organisations. Services would be built around the needs of cancer patients, rather than patients and their carers having to navigate the different approaches of individual NHS organisations. As such, it proposes a fundamental system shift with the creation of Integrated Cancer Systems (ICS) as provider collaborations to improve the delivery of cancer care.

The following provider organisations have co-created *London Cancer*:

•Barnet and Chase Farm Hospitals NHS Trust •Barts and the London NHS Trust •Barking, Havering and Redbridge University Hospitals NHS Trust •Great Ormond Street Hospital for Children NHS Trust •Homerton University Hospital NHS Foundation Trust •Moorfields Eye Hospital NHS Foundation Trust •Newham University Hospital NHS Trust •North Middlesex University Hospital NHS Trust •Princess Alexandra Hospital NHS Trust •Royal Free Hampstead NHS Trust •Royal National Orthopaedic Hospital NHS Trust •University College London Hospitals NHS Foundation Trust •Whipps Cross University Hospital NHS Trust •Whittington Health

The following universities are affiliated with three Universities, UCL, Queen Mary (QMUL), University of London and City University. The three universities bring significant strengths in basic, translational, applied and clinical cancer research. They encompass substantial research structures including Cancer Institutes, CR-UK Centres, NCRN Cancer Research Networks, Clinical Trials Units, Experimental Cancer Medicine Centres and NIHR Biomedical Research Centres to co-ordinate and steer cancer research across the universities and their affiliated hospitals. Research relationships also exist with, for example, Marie Curie Hospices and Sarah Cannon Research UK.

As partners we have developed *London Cancer* through engagement efforts reaching over 1000 staff, patients, carers, primary care and the voluntary sector, with the vision to:

- Be patient-focused through listening, communication, involvement, information, education, choice, and personalisation. Patient need and the patient journey will be the organising framework for care,

- Optimise care along a co-ordinated pathway through earlier diagnosis, excellent treatment for all, local treatment where appropriate, compassionate aftercare and empowering/supporting patient self-management.
- Embed research for personalised care, equitable access to trials, the discovery of new treatments and evaluating new ways of working together with patients,
- Increase value through superior outcomes for patients per pound invested; continual improvement over time against our previous performance.

Core to effective delivery will be patient and population engagement, strong partnership working and clear clinical leadership across traditional organisational boundaries. This radical refocusing of our hospitals into a partnership around patients will require us to work together as a co-ordinated, coherent system; providing comprehensive pathways of excellent care and access to research for every patient irrespective of where they access our system or the type of cancer they have.

Throughout the co-creation process, *London Cancer* has relied on support from Macmillan Cancer Support. In particular they have helped us begin to think through how best to address three areas where we must do more to deliver excellence for our patients and population: user involvement & patient experience, earlier diagnosis and survivorship. Going forward, Macmillan Cancer Support and *London Cancer* have agreed to work together on these three system-wide issues and in particular, Macmillan Cancer Support has kindly provided resource (funding and expertise) to enable work in all three areas.

JOB SUMMARY

This position is the Project Manager – User Involvement and Experience in *London Cancer*, Integrated Cancer System across north central London and north east London & west Essex. The post holder is responsible for leading the *London Cancer* / Macmillan Cancer Support User Experience and Patient Experience work programme.

The post holder is accountable to the Director of Integrated Cancer for a period of 12 months with a quarterly review. The position is a full time (40 hours per week) commitment. The salary for this post begins at £35,000 per annum pro rata.

Key working relationships for the post holder are as follows; user and carer representatives, including the established Cancer Partnership Groups in NCL and NEL, Macmillan Cancer Support (and in particular, national leads), Trust patient experience leads, Cancer Pathway Directors, *London Cancer* management support team, Cancer Networks, General Practitioners in north central and north east London & west Essex, Public Health Leads in NCL & WE and NEL, Primary Care organisations and practitioners, user and patient representative organisations, universities and research organisations.

OBJECTIVES OF THE ROLE

- To lead the co-development of a User Involvement and Patient Experience programme that will support delivery of the *London Cancer* vision to improve patient experience and outcomes that matter to patients. This will cover two strands of work: strengthening user involvement (including: scrutiny, decision making, diffusing best practice, consultation, information) and improving the patient experience (e.g., implementation of Macmillan's Patient Experience Map of Medicine and Values Based Standard).

- To achieve consensus on the system-level actions needed to deliver *London Cancer's* User Involvement and Patient Experience objectives which will include agreeing shared measures and approaches to measurement, and the establishment of a Community of Practice.
- To provide a single point of leadership for *London Cancer's* involvement and experience strategy, supporting partners to deliver this. The post holder will act as a figurehead for the work Programme for *London Cancer*.
- To articulate and explain what excellence in user involvement and patient experience looks like for *London Cancer*/ provide examples of good practice and help others understand what improvements may be achieved
- To promote the work of the programme to leads across different partner organisations and a broader membership to ensure that involvement and experience is considered as fundamental to everyone working within *London Cancer*, regardless of role.
- To remain up-to-date with international approaches to involvement and improving experience to inform the work programme, and to make recommendations to the Trust-leads for patient experience, the Patient Experience Action Group, Pathway Boards and the *London Cancer* Board and local commissioners on changes required to improve patient care.
- To proactively seek advice and support from identified Macmillan national leads, to work with Macmillan to ensure learning on implementation and impact is codified and disseminated, and to ensure accurate and timely reporting to Macmillan on programme progress.

ROLES & RESPONSIBILITIES

The Project Manager – User Involvement and Patient Engagement has overall responsibility for the design and implementation of the *London Cancer* User Involvement and Patient Experience Programme. The roles and responsibilities are as follows:

Leadership and Governance

- Co-design the *London Cancer* User Involvement and Patient Experience Programme, and take responsibility for its delivery on behalf of *London Cancer*, including the development and monitoring of a project plan for the programme of work and metrics for tracking progress.
- Build relationships throughout the partnership across a broad range of disciplines and fulfil the responsibility to consult and collaborate across *London Cancer* as is the expectation of all its employees.
- Provide a mechanism for patient groups, provider organisations and universities to be involved and contribute to discussions, and to input to development and delivery of the User Involvement and Patient Experience Programme.
- Establish a Patient Involvement and Engagement Steering Group to oversee the programme, with full representation from all key disciplines and partners (including Macmillan) to enable a holistic debate.
- Take responsibility for maintaining the terms of reference for the Steering Group, including defining outcome / output measures.
- Organise, with the assistance of the *London Cancer* management team, Steering Group meetings at least four times in the 12 month period, including preparation of an agenda, timely approval of minutes and attending the meetings.
- Ensure that the User Involvement and Patient Experience Steering Group demonstrates it has supported delivery of its aim to improve cancer care for patients accessing *London Cancer* and the local population, by, for example, the production of progress reports

- Develop and maintain a risk register for the objectives and work programme, reporting risks to the Director of Integrated Cancer according to risk assessment framework.
- Retain a robust understanding of the key opportunities to strengthen involvement and improve patient experience throughout *London Cancer*.
- Provide user involvement and patient experience specific advice to *London Cancer* Board and Cancer Pathway Boards and work streams or Subgroups as requested.
- Lead collaboration with Pathway Boards, Subgroups, work streams and corresponding leads in other networks/integrated cancer systems on issues of common interest.
- Attend a monthly 1:1 meeting with the Director of Integrated Cancer to review progress and objectives for the Programme.
- Ensure reporting requirements to Macmillan Cancer Support are met in a timely and comprehensive manner.
- To drive and develop opportunities to involve users and patient experience in research, working with the Research and Implementation group to explore ways that more patients can be involved in, and benefit from, innovation.

Strengthening User Involvement

- Meet with current patient / carer groups across the system and experts in Macmillan to think through the options for engagement, which will deliver the greatest benefit for patients
- Scope different models of user engagement across all functions (e.g., scrutiny, informing decision making, diffusing best practice, consultation/ information), at system and pathway level, and for different communities (link with public health) – produce options appraisal
- Implement and evaluate model/s with continual prototyping to ensure an effective and sustainable model (include recruitment of patients and users, reimbursement model, development of guides to ensure learning can be shared)
- Include within this strand of work a theme on improving ‘information’ for patients and the population, including, information prescriptions and the usage of the *London Cancer* website
- Strengthen and embed approaches to patient and public engagement across the care pathway and across the partnership through, for example, sharing expertise with Pathway Directors, establishing an System-wide infrastructure to facilitate involvement, etc.
- Support full and active patient participation in the work of the Pathway Boards and demonstrate how patient input has been used for the benefit of local people.

Improving the Patient Experience

- Establish an Improving the Patient Experience Community of Practice (COP) (online and face-to-face). Develop, continually refine the COP (including membership and focus) and maintain it
- Run 6 – 8 weekly events with COP to (1) build capability e.g., improvement methodology, measurement, interventions to improve patient experience (2) track improvement and share learning
- Map, with support from Macmillan, examples of best practice locally, nationally and internationally around improving and measuring patient experience and their characteristics of success
- Select in collaboration with colleagues across the system the areas of focus for the COP (i.e., where it can add the greatest value for patients and users across the system) and develop an implementation plan to take this forward. This is likely to include a focus on improving information for patients and carers, and may include modelling payment of travel costs or other economic aspects. The priorities will enable

delivery of the work by local patient representatives and carers on 'What does great care mean' and also Macmillan's 9 outcomes (Evolve Strategy).

- The work programme will include working with Macmillan to design an implementation plan for the Macmillan Patient Experience Map of Medicine and the Value Based Standard.
- Scope different measurement approaches for the system – produce an options appraisal and agree system-level metrics and a measurement approach for *London Cancer*, with input from partners from across the System. Within this system, to take a particular focus on transitions from one service or site to another in the patient pathway, and examining measurement options for tracking performance and informing performance improvement

PERSON SPECIFICATION FOR THE ROLE

Essential Criteria

- Show commitment to changing processes and systems in order to strengthen user involvement and improve patient experience for the benefit of patients and the population
- Demonstrate enthusiasm for, and experience of working collaboratively with patients, carers, the public, clinicians, and a range of organisations (third sector, commissioners, providers).
- Demonstrate robust knowledge around different approaches to user involvement and improving patient experience
- Be capable of leading and influencing a team of clinical and non-clinical staff within a complex organisational network, across universities, provider Trusts and into primary care
- Be able to influence others to develop a commonly held vision on an involvement and experience strategy, which improves the experience and outcomes of patients and the population as its principal focus
- Show an awareness of the wider strategic issues affecting health and health care delivery in the NHS, especially in north central and north east London and for Cancer services.
- Be energetic and enthusiastic, capable of generating enthusiasm in others and gaining confidence among a diverse multi-professional team.
- Demonstrate previous experience of leading teams through improvement and change.
- Demonstrate previous experience of project management, and involvement in implementing change and quality improvement initiatives

Desirable Criteria

- Experience of establishing and running Communities of Practice
- Have held a leadership/managerial position within a provider Trust in *London Cancer* which demonstrates experience monitoring and improving patient experience.

HOW TO APPLY

All applicants will be acknowledged.

Candidates wishing to apply should submit by email a detailed CV and a covering letter or supporting statement which addresses the criteria set out in the candidate specification. Applications should be sent by 15th March 2012 to applications@uclpartners.com

FOR FURTHER INFORMATION

Please contact the Director of Integrated Cancer for the *London Cancer* ICS, Charlotte Williams, charlotte.williams@uclpartners.com, 02031082346.