



# Reforming Cancer MDT Meetings

**Suzanne Lilley**

GM Cancer Programme Director for Workforce & Education

**Kate Williams**

MDT Reform Clinical Lead & Consultant Oncoplastic Breast and Chest Wall Surgeon

**Jess Docksey**

GM Cancer Workforce & Education Programme Lead

**Louise Retout**

GM Cancer Workforce & Education Project Manager

## Background and Aims

Multidisciplinary Team Meetings (MDTMs) are considered the gold standard for cancer patient management and mandated by the National Cancer Plan in 2000; with the pledge all patients with cancer have their care reviewed by a quorate MDT. Health services have changed significantly since the introduction of MDTMs in 1995. These meetings have come under increasing pressure.

To improve the effectiveness of MDTMs, the Greater Manchester (GM) Cancer Alliance focused resources into a Project Team and dedicated Clinical Lead to support MDT Reform across all GM cancer pathways, commencing in June 2020.

The Clinical Lead and Project Team worked closely with cancer pathway Clinical Lead's and Healthcare Professionals to ensure that reform is part of the pathway's long-term objectives to deliver the following aims:

- Improving the effectiveness of cancer MDTM's across GM and East Cheshire (EC), ensuring streamlined processes / standards of care pathways are developed and implemented to make the best use of clinical time and resources
- Improving patient outcomes through robust auditing processes
- Improved effectiveness of the time all members of the MDT, in particular Radiologists and Pathologists, spend on MDTs
- Improved data collection
- Specialism attendance will be assured, allowing for comprehensive discussion and decision making, including access and suitability for clinical trials

## Methodology

A baseline mapping exercise and anonymous qualitative survey was conducted to understand the cancer MDT landscape across all Trusts.

The data collated helped to identify the following opportunities for change:



To ensure completed objectives were implemented into each pathway, sign off was required by the Pathway Board to provide the project with a robust governance process and ensuring effective communication and engagement.

Below is a high-level view of the approach taken with each cancer pathway to achieve identified areas of reform.



## Outcomes

This project has delivered reform within cancer pathways along with cross-cutting workstreams to achieve reform on a system wide level. The outcomes demonstrate the importance of streamlining patient pathways, increasing workforce efficiency and aligning with current National guidance around MDT best practice. Outcomes include:

- Co-produced patient resources developed in response to patient feedback including an Infographic and animation to increase accessibility
- A patient impact statement has been successfully implemented to formalise how the patient voice is captured
- New standards of care pathways have been developed and piloted within pre-MDT triage meetings
- Standardised referral routes into MDT meetings have been established to streamline referrals and ensure a minimum data set is available to inform good quality discussions
- Developed system wide set of standards for best practice MDT working and an accompanying toolkit



To showcase MDT Reform Project outcomes and to launch the GM MDT Standards, toolkit and patient resources, the Project Team hosted an MDT Reform Summit. This was also a good opportunity to demonstrate opportunities for change management within MDT meetings and sustain further reform.

The summit was attended by 80 healthcare professionals from across the Northwest Region. To assess the impact of the summit, a survey was sent out to all attendees which attracted 22 responses; 95% of respondents advised it was useful to learn about MDT reform in other cancer pathways and said the GM MDT Standards and MDT Toolkit would be useful in the future to support MDT reform.

## Conclusion

This project has demonstrated MDTM reform within cancer pathways across GM, along with cross-cutting workstreams to achieve reform on a system wide level. Delivering MDT reform and new ways of MDT working supports a future proofing approach to cancer patient management and GM Cancer service recovery plans. One of the major successes within this project is reducing resistance to change and the consideration of standards of care pathways for patients.

The change in mindset has opened the door for continued reform and to support this, the Workforce & Education Team are developing the below elements to form a wider MDT Reform offer:

- MDT Leadership Training for all current and aspiring MDT Leads and Chairs
- MDT Coordinator eLearning Module
- Embedding the GM MDT Standards with the support of an accompanying toolkit and dedicated Project Management resource